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ABSTRACT

This SPEC (Systems and Procedures Exchange Center) Kit reports results of a survey that examined how many Association of Research Libraries (ARL) libraries offer fee-based services to their external users, the procedures and organizational structures of such services, and the factors that contribute to a successful fee-based service program. For this survey, fee-based services were defined as library services provided for a fee to identifiable user groups that are not an institution's primary clientele. The survey was distributed to 121 ARL member libraries in April 2000, and 64 libraries (53%) responded. Of these, 39 (61%) indicated that they offer fee-based services as defined. However, 87% are offering fee-based services to external users without the guidance and benefit of a formal mission statement. Results are provided in following areas examined by the survey: Background; Fee-Based Service Methods and Procedures; Impact of Fee-Based Services; Promoting Fee-Based Services; Assessment and Evaluation of Fee-Based Services; and Future of Fee-Based Services. Representative documents from various universities are presented for: planning; policies and procedures; promotional materials; and job descriptions. A final section of selected resources includes books, journal articles, and Web sites. (AEF)

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SPEC Kit 259

Fee-based Services
August 2000

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Fee-based Services

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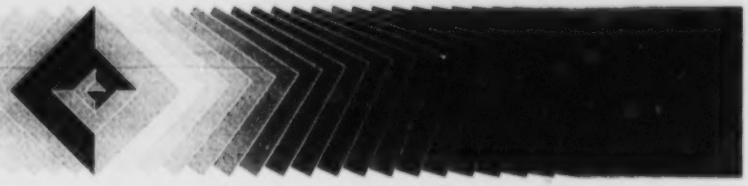


SURVEY

ASSOCIATION OF RESEARCH LIBRARIES

OFFICE OF LEADERSHIP AND MANAGEMENT SERVICES

Executive Summary

Introduction

For several decades, libraries have explored alternative ways of providing responsive library services to their external users. Fee-based services have been established by a number of libraries to serve as the point of contact for the wider community. The purpose of this survey was to determine how many ARL libraries offer fee-based services to their external users, the procedures and organizational structures of such services, and the factors that contribute to a successful fee-based service program. For this survey, fee-based services were defined as library services, such as research, book loans, and article delivery, provided for a fee to identifiable user groups which are not an institution's primary clientele.

The survey was distributed to 121 ARL member libraries in April 2000. Sixty-four of the libraries (53%) responded to this survey. Of these, 39 (61%) indicated that they offer fee-based services as defined. However, a large proportion of these (87%) are offering fee-based services to external users without the guidance and benefit of a formal mission statement. Mission statements of most libraries do not explicitly cover the provision of fee-based services. Most libraries rely on clever interpretations of their existing library mission statements to cover fee-based services, such as "The mission includes a statement about services to 'the community beyond the university,' but this statement does not mean or mention services that are fee-based." Another library wrote, "Fee-based services are not addressed directly, but there is a statement that, as a public institution, the library recognizes other communities and that we provide unique services to the community." A third library replied, "Not in a specific way—the library's mission statement states 'to the extent possible, library resources and services will be accessible to the wider community.' There is one statement which could be interpreted as an implicit reference to it, but there is nothing explicit." Another stated, "There is only a generalized statement about supporting information needs and intellectual inquiry of the state and the worldwide scholarly community." It appears, as one library observed, that library mission statements "focus on primary users" and are more explicit in their goals and mission with this user group, while only giving passing mention to nonprimary clientele, if at all.

Background

Responses to this survey show that fee-based services were established in ARL libraries as early as 1955. There has been steady growth in the number of services, with a rate of one to three new services per year since the early 1980s. The table below shows the number of fee-based services that were established per decade from 1950 to the present. (See question 2 and the accompanying graph in the Survey Results section for the number of fee-based services established by year.)

Table 1. Number Established per Decade

Decade	Established	Cumulative Number
1951–60	1	1
1961–70	3	4
1971–80	7	11
1981–90	11	22
1991–2000	9	31

The data shows that the late seventies to early nineties was the period with the most growth in fee-based services.

The majority of fee-based services (51%) operate in large cities, 28% are located in medium-sized towns, and 13% operate in rural to small town locations. The major user groups are law firms and local residents. The next level of heavy users consists of business firms and independent scholars and researchers. These users are followed closely by science, medicine, and technology firms; consulting firms; and alumni.

Fee-based services employ a variety of organizational structures. Twenty-four (62%) offer fee-based services from a number of existing library departments in a decentralized manner. These four departments are, in order of frequency of use: interlibrary loan/document delivery, circulation, reference, and online searching. Branch libraries also frequently provide fee-based services. Staff report to either the head of circulation, interlibrary loan, the branch library, or online services for the fee-based service duties they perform. Fifteen (38%) of the responding libraries have a separate unit or department for providing fee-based services to external users. Of these, 11 (30%) have a head of fee-based services who manages the unit. Coordinators and heads of fee-based services typically report to the director or assistant director of the library. In a few cases, they report to a division or department head.

On average, whether operating out of a separate unit or not, fee-based services comprise a staff of 2.0 FTE professional librarians, 1.5 FTE support staff, and 2.5 FTE student assistants. The qualifications and skills of staff assigned to fee-based service functions vary a great deal. While the typical qualifications and skills that are sought in librarians and support staff apply to this area, most fee-based services emphasize customer service skills, knowledge of collections and information sources, interpersonal and communication skills, and knowledge of office management and business practices, including marketing. While most fee-based services encompass all subject areas, some libraries also feature services in areas of unique strength, such as business intelligence research services, health information services, or information services in a variety of scientific and technology areas, including technology forecasting and patent and trademark research services. Such libraries seek librarians and support staff who possess knowledge and expertise in particular subjects, such as business, law, or science.

Methods and Procedures

The tasks that generate the most activity for fee-based service operations in ARL libraries are photocopying and delivery of journal articles, reports, and book chapters, followed by loaning of books and other library materials. Patent and trademark searching, library membership fee packaging and benefits, and online searching of commercial databases occur at only a few libraries. Libraries described the demand for specialized services that involve online searching of commercial databases or patent and trademark searching as declining, if not nonexistent. The explanation libraries had for this is that users have access to the Internet, which they search with the mistaken impression that it is providing access to all the information they need.

Fee-based services use a variety of methods for receiving requests. Most requests are submitted by fax and telephone, followed by email, a homepage form, and onsite visits by users. Regular mail is used least, although this method is still relied upon by some users, such as members of the general public. Materials are delivered to users most often by fax, overnight courier, and regular mail, followed by in-person pick-up, email, and ARIEL.

Impact of Fee-based Services

Most of the 38 institutions which responded to the question on impact (17 or 45%) serve 100 to 499 users per year. Seven libraries (18%) serve between 500 and 799 users per year. Four libraries each report serving between 1,000 and 1,999; 2,000 and 3,999; or over 5,000 users each per year. Again, the majority of the users (62%) are institutional or corporate users, as opposed to individual users.

Based on last year's figures, the revenue generated, according to 37 respondents, is fairly evenly distributed over a range of zero to $500,000, though 41% of respondents estimated revenue of under $10,000 and more than half (57%) reported revenue of under $50,000. Only a handful of services (5) reported revenue of over $500,000.

Budget allocations for the 20 reporting libraries are also fairly evenly distributed over a range of zero to more than $100,000. Six libraries reported no budget allocation. Six have a budget of $1,000–50,000. Another six reported a budget of $51,000–100,000. Only two libraries had a budget of over $100,000. Overall, the estimated median budget is $20,800.

The top three benefits that come from providing fee-based services are good public relations, an increased ability to serve a larger clientele, and a source of income for the library. Enabling all other employees to focus on serving primary users, as well as releasing reference staff from the strain of responding to outside user groups, are seen as modest benefits. Increased corporate giving is not cited as a major benefit. This may be an area that requires closer study.

The problems libraries experience most when providing fee-based services involve copyright issues, unreasonable demands and expectations from users, and the difficulty balancing needs of primary users with those of outside users. Of moderate concern are pronounced differences among staff regarding free versus for-fee services and differences regarding offering library services to external users versus primary users. An increase in lost books and legal liability do not seem to be major problems with external users. There is unanimous agreement among all 33 respondents to this question that the benefits of providing fee-based services far outweigh these problems.

Promoting Fee-based Services

Fee-based service operations in ARL libraries rely on word-of-mouth as their most successful method of promoting their services. This is followed by the use of flyers, brochures, and leaflets and, lastly, information on the library homepage. Only one library finds advertising in newspapers and magazines a successful promotion method. None of the libraries have considered using television and radio for promoting their services.

The top five user groups which respond most successfully to advertising and promotion materials are law firms; business firms; local residents; alumni; and science, medicine, and technology firms. In their marketing efforts, fee-based services highlight strong and unique collections; fast turnaround times; knowledge, skills, and expertise of their staff; and the accuracy and quality of services.

Although strong and unique collections are a characteristic that libraries feature in their marketing, only one library reported efforts to study the information needs and collection-use patterns of external users and factor that analysis into the library's collection development policy. This shortcoming is either an oversight on the part of libraries with fee-based services or fee-based services have decided to rely on the collections of other libraries and those of commercial information providers for serving outside users.

Assessment and Evaluation

The top three reasons libraries establish fee-based services are because they are responding to demand from external users, they want to provide coordinated library service to external users, or they want to generate revenue for the library. Of the libraries that have fee-based services, 17 (47%) consider themselves highly successful, 12 (33%) rate themselves as moderately successful, while 7 (20%) are somewhat successful in meeting these goals. None of the libraries surveyed consider themselves unsuccessful. In these self-ratings, 27 libraries (79%) used the number of requests they receive as a measure of success. An equal number used income generated, while 17 (50%) used library-user feedback as a measure.

Obstacles that prevent existing fee-based services from achieving their maximum possible success are copyright restrictions, limited funding and resources provided for fee-based services, competition from similar nearby services, limited

demand for service, and operating fee-based services through existing library departments in a decentralized manner.

When asked to rate the top three most important factors that will determine the future success of fee-based services, responding libraries cited strong library collections, ongoing administrative support, and the knowledge and skills of staff.

The Future

When asked what plans they have for fee-based services, 14 of the 63 responding libraries (22%) indicated that they have no plans to offer fee-based services. Twenty-three of the libraries with existing fee-based services (37%) expect no change in their services, 13 (21%) expect to expand their existing services, and 2 (3%) expect their current fee-based services to decrease. Four (6%) ARL libraries are exploring whether to provide fee-based services. Libraries with existing fee-based services see a need for initiating or expanding services to distance education students, alumnae, and university corporate supporters.

Conclusion

At least a third of ARL libraries offer fee-based services that include one or a combination of the following: information research services, book loans, loans of videos and other nonprint collections, journal article delivery, computer searches, and patent and trademark searching. Procedures in these operations show an overriding concern for customer service. They are designed to achieve fast turn-around response times that are in tune with the speed at which transactions are conducted and decisions made in the businesses they serve.

In the professional literature, the debate continues on the subject of libraries providing free versus fee-based information services. For centuries, libraries have fulfilled the noble mission of serving the information needs of all their users by guaranteeing free and equal access to information as a basic right of every citizen. Against these ideals, libraries have, for decades now, been experiencing declining library budgets, an explosive growth in published literature, and an increasing demand for services from primary and external users. In such a climate, rather than cut services to library users, some libraries are offering fee-based services as a way to respond to external demand. With careful planning, marketing, adequate budgetary support, personnel, and materials, the results of this survey suggest that fee-based services have the potential for generating income, even in excess of $10 million.

Fee-based services are also a test-bed for establishing higher levels of customer service standards, which would be of benefit to primary users. Traditional library services are sometimes plagued with procedures and decision-making processes that undercut customer service and overall library service efficiency. Similar operations in fee-based services, on the other hand, have been stripped of unnecessary procedures, thereby achieving much faster response times and higher user satisfaction.

In summary, fee-based services are exploring a variety of unique library services with varying degrees of success. With continued experimentation, fee-based services can effectively serve as a way of meeting existing demand for library services from external users, generating income for the library, and establishing new library service models for all users. In the process, these services will help reinvent and shape the library of the future. Collectively, fee-based services now reach a significant number of users who would otherwise be underserved or not served at all.

Survey Results

Faced with a continued decline in budgets and an ever increasing demand for services from outside users, many libraries are exploring alternative ways of providing responsive library services to their external clients. Fee-based services are increasingly being established by libraries to serve as the point of contact for the wider community. Some libraries also look to fee-based services as a way of generating income for the library. The purpose of this survey is to determine how many ARL libraries offer fee-based services to their outside users, the procedures and organizational structures of such services, and the factors that contribute to a successful fee-based service program. In this survey, fee-based services are defined as library services, such as research, book loans, and article delivery, provided for a fee to identifiable user groups who are not an institution's primary clientele.

This survey will contribute to a better understanding of the evolving role of fee-based services and may help shape new library service models for the future. The survey kit to be published will benefit those libraries that are contemplating establishing such a service, as well as those libraries that currently operate fee-based services and want information on what might improve their service. We encourage respondents to add comments to contribute to a better understanding of the unique aspects of their programs.

This survey was prepared by Claudine Jenda, Information Specialist, InfoQuest Fee-based Services, Auburn University.

Please submit this survey and send the requested documentation by April 7, 2000. As always, individual responses to the survey will be treated confidentially.

Note: Sixty-four of the 121 ARL member libraries (53%) responded to the survey.

Background

1. Does your library provide fee-based services as defined above?

Yes	39	61%
No (go to question 24)	25	39%

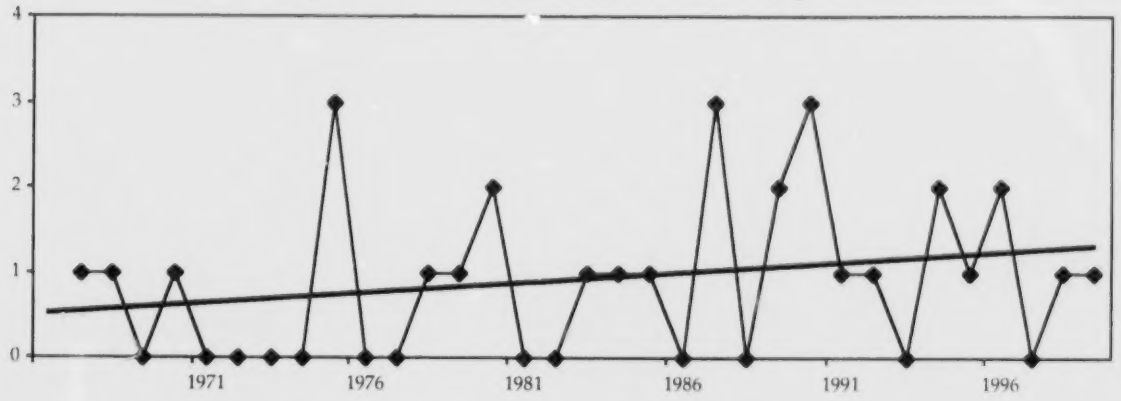
If yes, does your library's mission statement include a component about fee-based library services to outside users?

Yes	5	13%
No	33	87%

2. In which year was your fee-based service first established? (n=31)

Year	Number of Services
1955	1
1967	1
1968	1
1970	1
1975	3
1978	1
1979	1
1980	2
1983	1
1984	1
1985	1
1987	3
1989	2
1990	3
1991	1
1992	1
1994	2
1995	1
1996	2
1998	1
1999	1

Figure 1. Trend in Fee-based Services Established by Year



3. Which of these describe the location and environment in which your fee-based service(s) operates?

Big city	20	51%
Medium-sized town	11	28%
Small town environment	4	10%
Rural area	1	3%
Other (please specify)	3	8%

Suburb of a large city
An area made up of a cluster of several cities
Worldwide

4. Who are the major user groups of your fee-based service(s)? Check all that apply. (n=39)

Law firms	28	72%
Local residents or general members of the public	28	72%
Business or corporate firms	27	69%
Independent scholars or researchers	27	69%
Science, medicine, or technology firms	25	64%
Consulting firms	21	54%
Alumni	20	51%
College/university students or faculty	18	46%
Any remote user	13	33%
Federal government employees	11	28%
College/university distance learners	9	23%
The press, TV, radio, or news media	9	23%
State government employees	7	18%
K-12 students	3	8%
Other (please specify)	9	23%

Academic libraries in the state seeking expedited services
Any library sending an ILL request
Hospitals and hospital staff members
International users
Law enforcement agents
Other fee-based services in academic libraries
Other information brokers

Fee-Based Service Methods and Procedures

5. How are your fee-based services organized?

Duties are performed in various existing departments	24	62%
Separate department or unit with a unit head	15	38%

(cont'd)

Check all the departments that apply. (n=28)

Interlibrary loan/document delivery	21	75%
Circulation	18	64%
Reference department	17	61%
Online search services	12	43%
Other (please specify)	9	32%

- Administrative services
- Archives
- Cataloging
- Patent and trademark library
- Preservation
- Special collections
- Systems department

6. Who coordinates the provision of fee-based services? (n=37)

Head of fee-based services unit	11	30%
Head of circulation	6	16%
Head of interlibrary loan/document delivery	3	8%
Head of online search services	2	5%
Head of reference services	0	
Other (please specify)	15	41%

- Reference and bibliographic instruction librarian (2)
- Associate director for public services and collections
- Associate university librarian for sciences
- Deputy directory of medical library
- Head of access services
- Head of copy services
- Head of fee-based services and access services
- Head of public services
- Heads of the unit/branch libraries with fee-based services
- No overall coordination
- Patent and trademark librarian
- Senior administrative group
- Relevant department head

To whom does this coordinator report? Please specify title.

Assistant/associate director	14	40%
Director/dean	10	29%
Department head	7	20%
Branch library head	4	11%

7. How many library employees are involved in providing fee-based services?

	n	FTE Minimum	FTE Maximum	Mean	Median
Librarian	25	.10	8	1.9	2.0
Support staff	30	.03	22	4.4	1.6
Student assistant	22	.12	35	5.3	2.5
Other	0				

Are there any qualifications and/or experience that uniquely qualify these employees to work in fee-based services? (State degrees required; skills, areas of expertise, aptitudes; and/or experience required of your employees, where applicable.)

Requirements varied among respondents. In general for professionals, libraries require the M.L.S. degree, research skills in several subject areas, and detailed knowledge of collections. For support staff and student assistants, general office and computer skills are important. For all employees, libraries require exceptional customer service skills, good telephone skills, ability to prioritize and perform multiple tasks, ability to work independently and meet deadlines, and the ability to work well under pressure. In addition, libraries tend to require a good deal of experience, knowledge or expertise in subject areas such as business, music, science, technology, trademarks, patents, and computer systems.

8. How much activity do your library's fee-based services generate? Please check one level of activity for each service.

	n	High	Medium	Low	None
Photocopying of journal articles, reports, book chapters	37	16	13	4	4
Borrowing and loaning of books and other library materials	37	12	12	9	4
Patent and trademark search services	36	3	3	13	17
Reference and information services	37	2	9	17	9
Library membership fees	36	2	5	8	21
Online searching of commercial databases	36	0	9	20	7
Report preparation and writing	36	0	0	6	30
Other (please specify)	12	3	2	1	6

Document scanning for digital conversion
Preservation microfilming
Rapid electronic only document delivery
Media reproduction

9. Which medium of communication is used the most for accepting requests from outside users of your library's fee-based services? Check one level of frequency for each method.

	n	Most often	Sometimes	Rarely	Never
Fax	39	18	14	5	2
Telephone	38	14	16	6	2
Email	39	11	23	3	2
On-site visits	37	11	11	12	3
Via a homepage	39	10	14	7	8
Regular mail	39	2	16	17	4
Other (please specify)	10	5	1	1	3

Ariel
Docline
OCLC

10. What methods does your fee-based service use to deliver materials to users? Check one level of frequency for each method.

	n	Most often	Sometimes	Rarely	Never
Fax	38	19	14	3	2
Regular mail	38	14	15	6	3
On-site, in-person pickup	38	10	14	12	2
UPS or FedEx	37	10	18	4	5
Email	37	6	16	6	9
ARIEL	37	6	15	6	10
Telephone	36	2	13	7	14
Via homepage	35	0	2	6	27
Other (please specify)	12	4	3	0	5

Couriers on bikes, mopeds, and cars
Electronic document delivery via FTP
Messenger pickup

Impact of Fee-Based Services

11. What is the total number of users your fee-based service serves per year? Please provide an estimate. (n=38)

0–99	2	5%
100–499	17	45%
500–999	7	18%
1,000–999	4	11%
2,000–999	3	8%
3,000–999	1	3%
4,000–999	0	
Over 5,000	4	11%

(cont'd)

How many of your users are institutional or corporate users? Individual users? (n=29)

Responses varied widely. Twenty respondents indicated that corporate users composed the largest percentage, while nine reported individuals as their largest user group.

Are your repeat users most likely to be:

Institutional or corporate users	23	62%
Individual users	8	22%
Other (please specify)	6	16%

Both corporate and individual users are equally likely to be repeat customers.

12. Provide an estimate of the total revenues received from outside users for fee-based services last fiscal year. (n=37)

$0–999	1	3%
$1,000–4,999	7	19%
$5,000–9,999	7	19%
$10,000–19,999	2	5%
$20,000–49,999	4	11%
$50,000–99,999	5	14%
$100,000–199,999	2	5%
$200,000–399,999	4	11%
$400,000–499,999	0	0%
Over $500,000	5	14%

What was the budget allocated for your library's fee-based service(s) last fiscal year? (n=20)

Minimum	Maximum	Mean	Median
$0	$850,000	$83,731	$20,800

Budget	n
$0	6
$1,000–10,000	3
$11,000–50,000	3
$51,000–100,000	6
>$100,000	2

13. Pick the top three benefits to your library from providing fee-based services. Rank them from 1 to 3, with 1 being the most important benefit. (n=39)

	1	2	3
Good public relations	18	5	10
Increased ability to serve a larger clientele	7	11	8
Source of income for the library	5	11	4
Enabled all other library employees to focus on serving primary users exclusively	5	4	2
Released reference staff from strain of responding to outside user groups	1	3	5
Increased corporate giving	0	1	2
Other (please specify)	3	2	3

Allowed reference staff to avoid searches with liability issues, i.e., patents and trademarks
Allows operation of essential library services without committing too much of library funds
Fee-based services met a need to accommodate a small but important group of users.
Fee-based services provide an option for business and research clients.
Staff have become more service-oriented.

14. What problems have you or your library experienced as a result of providing fee-based services to outside users? Check all that apply. (n=30)

Copyright issues	21	70%
Unreasonable demands and expectations from users	14	47%
Difficulty balancing needs of primary users with those of outside users	11	37%
Pronounced differences among library staff regarding free versus for-fee services	6	20%
Pronounced differences among staff on providing services to outside users versus primary users	6	20%
Increase in lost books	4	13%
Legal liability	1	3%
Other (please specify)	8	27%

Accounting problems
Changing technology presents the greatest challenge; it is difficult to keep up, and it requires significant financial and personnel investment.
For the music library, there is an increase in damaged materials.
High university surcharge (14.7%) makes it hard to keep prices reasonable.
I do not think any of these are problems. We do spend a great deal of time and effort on copyright issues, but it has not greatly affected our ability to serve external users.
Library infrastructure is not designed to support fee-based services.
License restrictions for online searches and database searches
Our reference staff are unhappy with being unable to provide service.
Serial cancellations and e-journals make it harder to find libraries that can provide photocopies.
There are problems with adequate and consistent computer support, maintaining a technological edge.

15. If you perceive both benefits and problems, does your library believe that the benefits outweigh the problems?

Yes 33
No 0

Comment:

Without a separate off-budget fee-based services department, some essential services would have to be absorbed or administered by other library departments, which would be costly and inconvenient.

Promoting Fee-Based Services

16. How do you promote your fee-based services? Pick the three promotion methods that have worked best for you. Rank from 1 to 3, with 1 being the most successful method. (n=33)

	1	2	3
Word-of-mouth	15	11	3
Flyers, brochures, or leaflets	7	10	11
Homepage	7	7	8
Advertisements in newspapers, magazines, and other literature	1	0	1
Television or radio	0	0	0
Other (please specify)	2	3	3

800 number in yellow pages
Alumni association
Referrals and support from library staff in public service points
OCLC
Participation in library conferences and networking with other special libraries

17. With which user groups has your marketing been most successful? Check all that apply. (n=34)

Law firms	18	53%
Business or corporate firms	17	50%
Alumni	13	38%
Local residents, general members of the public	13	38%
Science, medicine, or technology firms	12	35%
College/university students or faculty	10	29%
Independent scholars or researchers	10	29%
Any remote user	9	26%
Consulting firms	9	26%
Federal government employees	6	18%
State government employees	5	15%
College/university distance learners	4	12%
The press, TV, radio, or news media	2	6%
K-12 students	1	3%
Other (please specify)	6	18%

College and university libraries
Fee-based services in other academic libraries
Friends group
Hospitals
Information brokers

18. Pick three characteristics that you highlight about your service(s) in your marketing. (n=34)

Strong or unique collections	22	65%
Speed or fast turnaround times	21	62%
Accuracy and quality of services provided	15	44%
Institution's reputation	8	24%
Knowledge and expertise of staff providing fee-based services	7	21%
Convenience of use	6	18%
Competitive pricing	5	15%
Location	5	15%
Knowledge and expertise of staff in the whole library	3	9%
Strong serials collections	2	6%
Past successful experience and track record with customers	1	3%
Other (please specify)	1	3%

We highlight most of the above, the emphasis varies based on the target.

19. Has your library's collection development policy been revised to accommodate needs of fee-based service users?

Yes	1	3%
No	28	97%

Assessment and Evaluation of Fee-Based Services

20. What were the top three goals for setting up your library's fee-based service(s)? Rank from 1 to 3, with 1 being the most important goal. (n=38)

	1	2	3
Meet demand from outside users	17	11	4
Provide coordinated library services to outside users	12	7	6
Generate revenue for the library	5	7	8
Allow library staff to focus on services to primary users	2	8	9
Other (please specify)	2	2	3

Achieve cost recovery
Create goodwill in the community
Enhance fund-raising opportunities within the corporate community
Goals were not specified.
The library was asked to provide service to support industry liaison.

21. How successful have you been in meeting those goals?

Highly successful	17	47%
Moderately successful	12	33%
Somewhat successful	7	20%
Not successful, but worth continuing	0	
Not successful, will discontinue services	0	

Comments:

Highly successful in providing services to users, but only somewhat successful in generating revenues.
Although the revenues from the service exceed expenditures, the margin and the amount generated is not large enough to make a significant impact on the library.

How do you measure your level of success? Check all that apply. (n=34)

Number of requests	27	79%
Revenue amount	27	79%
Library staff feedback	17	50%
User survey responses	9	26%
Other (please specify)	7	21%

Comments from users
High percent of repeat customers
Number of filled requests as a percentage of the total number of requests received
Services must be cost recovered.
There are no specific measures established.

22. What are the problems that prevent your service from operating at it's fullest potential? Check all that apply. (n=33)

Copyright restrictions	11	33%
Limited funding and resources provided for fee-based services	10	30%
Competition from similar services nearby	8	24%
Limited demand for service	8	24%
Discomfort with concept of charging for information	7	21%
Operating in a decentralized structure	7	21%
Not able to draw on knowledge and expertise of library staff devoted to primary users	5	15%
Conforming to laws of publicly funded institutions	4	12%
Lack of administrative support	4	12%
Legal issues	4	12%
Library staff reluctance or resistance	4	12%
Lack of direction for service	3	9%
Location in rural area	3	9%
Improperly conceived goals for service	1	3%
Operating in a centralized structure	1	3%
Other (please specify)	12	36%

Changes in business environment with corporate takeovers and mergers
Decreasing quality and quantity of collections and print subscriptions
Lack of administrative support for advertising purposes
Lack of staff who really promote the service
Limited staff resources
Public's view that everything is on the Internet
The need for our service is declining.
The university frowns upon deposit accounts.

23. Pick three factors that will be most important for the future success of the fee-based service. (n=36)

Strong library collections	21	58%
Ongoing administrative support for service	16	44%
Knowledge and skills of staff in fee-based services	13	36%
Good referrals and support from colleagues	10	28%
Well formulated goals and objectives for this service	10	28%
Adequate funding and resources provided for service	8	22%
Cultivated strong partnerships with other libraries	6	17%
Strong support of library staff for this service	5	14%
Operating fee-based services in a centralized structure	3	8%
Location in urban environment	2	6%
No competition from nearby similar services	2	6%
Operating fee-based services in a decentralized structure	1	3%
Other (please specify)	5	14%

Good marketing
Identifying new markets
Ongoing administrative support, in terms of promotion and encouragement
Partnership with the business community

Future of Fee-Based Services

24. What are your plans for fee-based services in the near future? (n=63)

Current fee-based services will stay the same	23	37%
We have no plans to offer fee-based services	14	22%
Current fee-based services will expand	13	21%
We are exploring whether to provide fee-based services	4	6%
Current fee-based services will decrease	2	3%
Current fee-based services will be discontinued	0	
Other (please specify)	7	11%

Distance education needs
Expansion as it relates to new technology—digitizing and scanning

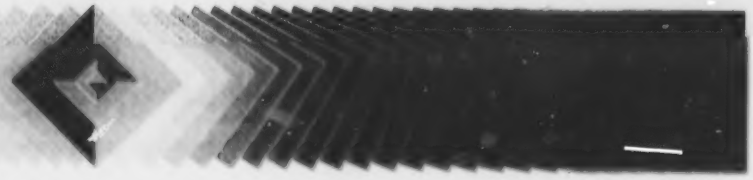
25. Do you have suggestions of other, innovative, new services or programs that should be provided through fee-based service programs to ensure success?

Develop a corporate partners program
Electronic formats will increase our ability to move forward.
Service to distance education students and alumni

Responding Institutions

University of Alabama
University of Arizona
Arizona State University
Auburn University
University of British Columbia
University of California–Berkeley
University of California–Irvine
University of California–Riverside
Canada Institute for Scientific and Technical Information
Case Western Reserve University
Colorado State University
University of Connecticut
Duke University
Emory University
University of Florida
George Washington University
Georgetown University
University of Georgia
Georgia Institute of Technology
University of Guelph
University of Hawaii
University of Houston
Iowa State University
Laval University
Library of Congress
McMaster University
University of Manitoba
University of Massachusetts
Massachusetts Institute of Technology
University of Miami
University of Michigan
Michigan State University
University of Minnesota
University of Missouri
National Library of Canada
University of Nebraska–Lincoln
University of New Mexico
New York Public Library
University of North Carolina
North Carolina State University
Northwestern University
Oklahoma State University
Pennsylvania State University
University of Pittsburgh
Purdue University
Rice University
University of Rochester
Smithsonian Institution
State University of New York at Albany
State University of New York at Buffalo
Syracuse University
University of Tennessee
University of Texas
Texas Tech University
Tulane University
University of Utah
Vanderbilt University
Virginia Tech
University of Washington
Washington University–St. Louis
Wayne State University
University of Western Ontario
Yale University

SPEC



Representative Documents

Planning Documents

AUBURN UNIVERSITY

http://gw5.duc.auburn.edu/cgi-bin/GW5/GW...IRST-DRN=&ATTACH-COUNT=1&NAME=/TASK91.CM

To: Stella Bently, Dean

From: Cindy Mitchell, Chair of the fee-based task force

Subject: Recommendations of the fee-based task force.

Date: May 15, 1998

Task force members: Chair: Cindy Mitchell. Members: Tammy Lee, Claudine Jenda, Frances Fornier, Linda Peabody, Jenna Whitehead, Beth Nicol, Andrew Wohrley, Tom Glynn, Lin Thornton, and Liza Weisbrod.

Charge: To investigate and recommend the feasibility of a fee-based reference/ILL service for non-Auburn University clientele, including staffing and start-up costs.

Recommendation for starting a fee-based service.

It is the recommendation of this task force that the Auburn University Libraries establish a fee-based service. Auburn University and the library have an opportunity to expand its mission and services and to contribute to the economic development of the community, state and nation.

Methodology: The task force members met over a two month period and reviewed current library practices and procedures as they related to this topic. The members researched the topic by reading articles and books on fee-based services, and looked at other libraries policies across the nation, and southeastern universities in particular. A telephone survey was conducted of selected area businesses and organizations. Auburn University departments, outside of the library were also consulted on the feasibility of establishing this service.

Areas of Consideration: Need for starting a fee-based service; Organization and staffing; Clients; Services provided; Fees and methods of delivery; Promotion and advertising; Organization, staffing, office and equipment needs; Start-up costs; and Other areas, future considerations and conclusions.

Need for starting a fee-based service.

Currently the library handles requests for information from non-AU requestors in several ways.

1. Businesses contact the ILL office for articles.

2. The veterinary medicine library serves as the first place for information for a large number of non-AU clients.

3. Fees are currently charged for online searching done by the library.

4. Librarians and individual library departments decide whether to search for and photocopy materials and mail/fax items to a requestor or the decision may be made that the requestor needs to come to the library and then staff will provide assistance. The staff of the library would like to provide consistent, top-quality service to both AU and non-AU clients alike.

Clients.

The task force sees as the potential audience for a fee-based service to be the following:

1. Professionals in the medical, veterinary and legal fields.

2. Researchers from other educational institutions.

3. General public.

4. AU departments doing consulting work.

5. Business and industry.

6. State and local government agencies.

7. Alumni.

8. Entrepreneurs.

These are the types of clients that fee-based services most often develop. Some institutions we studied, focus on serving only one or two of these categories, while others try to cover all subject areas. This decision of focus may become clearer overtime as the service develops its expertise.

A brief telephone survey was conducted of our perspective audience. Responses ranged from "not needed" to "may use occasionally when needed." A copy of the survey is included at the end of this report.

Services provided.

These are the types of services that could be offered:

1. Articles.

2. Quick reference.

3. Electronic reference.

4. Patent and trademark searching.

5. Books.

6. Bibliographies.

7. Translations.

5. A telephone survey was conducted of potential clients.

Pros for starting a fee-based service.

1. Good public relations - contributes to the university's service mission.

2. Produces revenues for the library and the university.

3. The library will be able to provide extended service instead of turning down requests for information.

4. Increase staff awareness to needs of non-AU users.

5. A separate fee-based staff allows the remaining staff to concentrate their services to the AU community.

6. Provides an opportunity for library staff to increase their skills.

7. May help build political support for the library and the university.

8. One department can provide consistent procedures for handling requests from non-AU users.

9. Strengthen collection development.

10. Provide services for AU alumni.

11. Contribute to economic development of the state and local community.

Cons for starting a fee-based service.

1. Increased workload.

2. Charging fees may be negative PR.

3. The service may need to be subsidized by monies that are needed elsewhere.

4. Additional and on-going staff training.

5. May need to up-grade and add equipment and phone lines.

6. The service will need to be actively marketed and promoted.

7. Not having materials needed by clients would be bad PR.

8. Additional billing and accounting procedures needed.

9. Dedicated and adequate staffing needed to be responsive to rush requests.

10. Possibility of non-payment by users.

8. In-depth research.

9. Government publications.

10. Company intelligence.

11. Legal and medical research.

12. Conference proceedings.

13. Literature reviews.

Before any of these services are advertised, we need to look at the following:

strength of the collection; contracts with vendors; document delivery options; abilities of staff; copyright compliance; and working with ILL and circulation procedures.

Fees and methods of delivery.

The task force recommends that the mode of delivery should be tailored to the clients needs. Information can be transmitted in the following ways: US mail; fax; E-mail; anonymous FTP; courier; disc; or scanned and sent to the clients computer/printer. We do not recommend charges based on methods of delivery, but instead basing fees on such criteria as, length of article, vendor charges, and staff time.

We would like to suggest that fees and services could be based on a subscription or membership plan. We propose the following member tiers:

1. Corporate partners.

2. Extension, state officials, and rural practitioners.

3. Alumni.

4. Business and industry.

5. General public.

As subscribers, these groups would be entitled to certain services. Deposit accounts would be established, greatly simplifying billing procedures. Accounting and billing procedures still need to be reviewed. We need to work within existing university accounting methods and establish good record keeping, but still keeping in mind our customer needs and preferences for handling payment.

Promotion and advertising.

The marketing of this service will be the key to its success. Some of the ways a fee-based service can be marketed are: ads in alumni and professional magazines; booth/tables and attendance at meetings, brochures; direct mailings; and by word-of-mouth. A prominent and easy to find location on the library's homepage is also needed. Promoting this service must be an on-going activity.

Organization, staffing, office and equipment needs.

The task force discussed two organizational scenarios: central coordination versus decentralized coordination.

Central coordination established a staff whose main function is to respond to fee-based queries.

Pros of central coordination:

1. One pont of contact for public.

2. Efficient billing procedures.

3. Consistency of service.

4. Good public relations.

5. Clear marketing goals.

6. Fewer staff to train.

Cons to central coordination:

1. Dedicated staff - may be needed elsewhere.

2. Separate budget needed.

3. Separate office area needed.

4. Additional phone lines/ equipment.

5. Possible lack of subject knowledge.

Decentralized service would send questions to staff who are subject specialists, rather than funneling questions to one office.

Pros of decentralized coordination:

1. Client talks with the most knowledgeable staff.

2. High level of cooperation needed between staff.

3. More staff reap the benefits of additional training and an opportunity to expand their professional duties.

Cons to decentralized coordination:

1. Lack of marketing focus.

2. Scheduling problems.

3. Potential of bad PR. Client may get "passed around" or "fall between the cracks" and never receive assistance.

4. High level of cooperation between staff needed.

5. Higher number of staff to need training.

6. Possibility of billing errors.

The best scenario is one of central coordination. It provides for consistency and a higher quality of service. To have the best chance of success, at least one librarian and support staff are needed. The librarian will keep abreast of training and the latest technology. In addition to conduction research for clients, this person will need to be promoting this service, and negotiating contracts with vendors. Support staff will be needed for document retrieval and delivery, and for handling billing. The task force recommends that in the beginning, there should be a minimum of 1.5 FTE's.

Office space and equipment are necessary in the centralized model. The basics are: desks, phone lines, computers, fax, scanner, shelving, and a mailing/receiving area.

Start-up costs.

A budget proposal should include the following: office furniture; equipment; phone lines, training costs, publicity and mailings; reference materials/manuals; establishing deposit accounts; annual subscription charges; and salaries.

The task force did not establish a specific dollar amount needed to start this service. There are several variables and unknowns at this time. Will staff be reassigned or hired from outside, will we make use of existing contracts and accounts, and will the service points in the library be reorganized, freeing up office space?

The task force would like to recommend that this service not be established with total cost recovery as its main goal, but instead, service should be the main priority. Monies need to be available for the staff to answer questions at a free or reduced rate. From our review of the literature, our best results will come if service is the goal. It may become self-supporting overtime, but that will be from repeat customers who are satisfied with our work.

Other areas, future considerations and conclusions.

Other areas:

The task force was asked to look at guidelines for the recently added fax machine. Having a fax available in a public service area is a wonderful opportunity to expand the library's service and extension mission. It can be operated during all the hours the library is open.

It was felt that the best use of our staff is to sometimes leave things to their discretion and professional judgement. Faxing a list of citations or a copy of a poem, for example, may make better use of staff time

and promote good public relations, rather than trying to recall a patron. And often what at first seems to be a simple reference question, can lead to indepth research. Faxing the answer may be the appropriate method of communication.

We suggest that staff use the fax machine when in their opinion, it will provide the best service.

A few guidelines may aid in deciding when and how to use the fax, but shouldn't deter its use.

1. If someone calls and asks for a known item, such as an article, refer them to ILL. (For example, if you send a listing of citations, and the patron selects from the list, refer them to ILL).

2. A stamp with the copyright disclosure should be kept by the machine and used.

3. A simple log-book should be kept next to the machine.

4. In general, staff should be discouraged or hindered from using the based on cost. But lenghty articles or requests may need to be referred to the fee-based-office or ILL , or other approriate departments.

5. Fax machines in the branch libraries are often used for these types of services, and should continue doing so.

6. If a fee-based office is established, consider moving the fax there, unless usage is high enough to warrent an additonal fax machine. Either the fee-based office staff or the staff member handling the initial request can send the fax.

Future considerations:

The fee-based service should keep statistics that will aid in deciding its value and future course of action. Staffing, equipment, and marketing strategy should all be evaluated to determine the strengths and weaknesses of the service.

The task-force encountered some legal issues that should be resolved before implementation. The service should be reviewed to be in compliance with all state anti-competition laws.

A more extensive survey should be undertaken to identify our clients and their needs.

Coordination with other departments on campus should be pursued. An initial phone contact was made with the Auburn Industrail Extension Service. They inidicated an interest in this service and possible establishing a partership.

Conclusions:

The task force recomments that planning for a fee-based service proceed. We acknowledge that there may be some obstacles along the way, and time is needed for this to nutur and grow. The task force is enthusiatic about the possibilities. This service goes to the heart of our teaching and extension mission. It gives us a chance to show our citizens the relevance and value of higher education. We can't afford not to be proactive in our library service.

Policies and Procedures

Guide to UBC Library Document Delivery

UBC Library Document Delivery is a fee-based service that retrieves UBC Library materials for you.
Books from the Library's collection can be mailed or held for pick-up at the UBC Library branch of your choice. Up to 30 pages of a book, article or similar item from the collection can be photocopied, then mailed, faxed, or held for pick-up.

Document Delivery Service is available to UBC students, faculty, staff, and community borrowers. A valid UBC Library card is required.

MATERIALS NOT AVAILABLE

- Items charged out, in bindery, etc. *(order again at a later date)*
- Films, videos, Wilson & Music Library recordings
- Full issues of journals *(articles of up to 30 pages can usually be photocopied)*
- Items in Special Collections, Reference, Course Reserve, and other similar collections *(some copying might be possible)*

PLACING AN ORDER

When prompted, enter your Library card barcode and PIN.

Access the service online on UBC Library Web
http://www.library.ubc.ca/

- Order via the **Catalogue**
  - Look up a book or journal/newspaper title.
  - Click on the bibliographic citation or location line to display the full record.
  - Scroll to the end of the record.
  - Click on **Order this item via UBC Document Delivery**.

- Order via **Article Indexes** *(students, faculty, staff only)*
  Some indexes include Document Delivery, e.g. *Humanities & Social Sciences Index*, and *Art Index*.
  - In the search results display, click on **Holdings/Request Item**.

ORDER SENT OR READY FOR PICK-UP?

- At the Library Web Main Page, select **Borrower Services**.
- Scroll to **Check Your Document Delivery Orders**.

The invoice accompanying your order is payable upon receipt. See below for fee information.
PLEASE NOTE: PAYMENT IS REQUIRED FOR ITEMS ORDERED, BUT NOT PICKED UP.

FEES FOR DOCUMENT DELIVERY

UBC students, faculty, staff

PAYMENT IS REQUIRED FOR ITEMS ORDERED, BUT NOT PICKED UP.

Life Sciences Libraries (LSL): Woodward, Biomedical Branch - VGH, St. Paul's Hospital, Hamber

- *deliveries from one LSL branch to another are free*
- *fees apply to all other document delivery transactions*
- *more information at any LSL Information Desk*

Pick-up service

Book retrieved for pick-up a UBC library.	$3.00 per item
Article/book (up to 30 page) copied for pick-up	$5.00 per item

Delivery service

Book retrieved & delivered by mail	$5.00 per item
Article/book (up to 30 pages) copied & faxed or mailed	$6.00 per item

UBC community borrowers (institutions or individuals)

Pick-up service

Book retrieved for pick-up a UBC library.	$11.00 per item
Article/book (up to 30 page) copied for pick-up	$11.00 per item & CANCOPY tariff if applicable*

***CANCOPY Tariff**

As part of the University's agreement with the Canadian Copyright Licencing Agency (CANCOPY), for-profit community institutional borrowers must pay the following surcharges on photocopying:

Book	25¢ per page
Newspaper article	$1.00 per article
Journal article	$4.00 per article (under 8 pages) $8.00 per article (8 or more pages)
Law report	$1.50 per headnote or decision $2.00 per headnote and decision

Delivery service

For delivery UBC community borrowers pay $11.00 per item, CANCOPY tariff if applicable, plus the following charges.

BEST COPY AVAILABLE

TURNAROUND TIME

Orders received by 9am are processed by 9am the next day, Monday to Friday. Items for pick-up are normally available within 24 hours and are held for 3 days. Campus mail delivery takes 2 to 3 days. Fax delivery takes 24 hours.

For more information, call 822-6596 or ask at any UBC Library service desk.

Back to Instruction & Guides

Last updated February 2000

PATSCAN PATENT SEARCH INFORMATION

PATSCAN, Main Library
University of B.C.
1956 Main Mall
Vancouver, B.C. V6T 1Z1

Tel: (604) 822-5404 Fax: (604) 822-9532

PATSCAN PATENT SEARCH SERVICE:

The Service:

The objective of the service is to identify patents that will help the requestor assess the patentability of an invention or review the state of the art in a research and development effort.

The Search:

To ensure accurate search results please provide the best information possible, including sketches or drawings and useful keywords or technical terms. The sources searched usually begin with the U.S. databases. The searcher will develop search strategies using the Canadian, U.S. or International Patent Classification systems.

The Limitations:

Most of the commercially available databases only cover the last 25 years of patent literature. In many instances there may be relevant expired patents that are not retrievable in the on-line search that could affect the patentability of an invention. If a search of older patents is necessary, it is advisable to arrange a manual search of printed records in the Canadian or U.S. Patent Office.

Costs:

The basic costs charged by the University of B.C. are for labour, computer access time and patent copies. Fees vary depending on the length and difficulty of the search, but the total bill for a search of U.S. patents ranges from $225 to $250. A combined U.S. and Canadian search usually costs approximately $300 to $350. International searches covering 30 countries start at approximately $400.

Kindly bring cash, cheque, VISA or MASTERCARD when coming for your search appointment. A deposit of $200 or a credit card number and expiry date is required for searches sent to clients out of the office. Full-time students or faculty of B.C. universities or colleges qualify for a discount.

Confidentiality:

The information provided for the search will be treated as confidential. A PATSCAN non-disclosure agreement is available on request. Delivery of search results is contracted to bonded couriers for a $10 to $20 fee.

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UNIVERSITY OF BRITISH COLUMBIA

PATSCAN PATENT SEARCH REQUEST

PATSCAN, Main Library
University of B.C.
1956 Main Mall
Vancouver, B.C. V6T 1Z1

Tel: (604) 822-5404 Fax: (604) 822-9532

GENERAL INFORMATION

Requester's Name (& Company): _____

Courier Address: _____ Postal Code: _____

Phone Res: (____) _____ Office: (____) _____ Fax: (____) _____

PAYMENT INFORMATION VISA _____ MASTERCARD _____ Expiry Date: _____ MM/YY

Card Number: _____ Cardholder Name: _____

$200 Deposit Enclosed: Money Order _____ Cheque with ID _____

AFFILIATION If university/college faculty, staff or student give ID or student #, name of institute, depart. & status.

_____

SEARCH TYPE and APPROXIMATE COST

US _____ ($225 - 250) or Canadian & US _____ ($300 - 350) or International _____ (start at $400)

DISCLOSURE SECTION

Title of request or proposal: _____

List novel aspects of the device, process or material that is important in the search.

_____

_____

_____

Give background information relevant to the request. For example list any patents, inventors or patent assignees (companies, etc.) pertinent to the technology of your request. List trademarks of similar products below.

_____

_____

_____

PLEASE ATTACH A DETAILED DESCRIPTION AND ANY SKETCHES THAT WOULD HELP IN UNDERSTANDING THE FUNCTION OR OPERATION OF THE INVENTION. EMPHASIZE THE FEATURES YOU THINK ARE IMPORTANT OR PATENTABLE.

Are you interested in receiving a general information package with your completed search? Yes ____ No ____

Signature: _____ Date: _____

UNIVERSITY of GUELPH

The Library

COMMUNITY AND ALUMNI BORROWER CARD PRIVILEGES

As a result of an assessment of borrower needs and our responsibility to balance the research and study needs of registered University of Guelph students, faculty and staff with the needs of our alumni and community, the University of Guelph Library offers the following privileges to alumni and members of the community whose needs cannot be met through the public and regional library system.

Fees - $20.00 annually. University of Guelph Alumni are not required to pay this fee.

Book Limits - maximum 20 books at a time on 2 week loan (from U of Guelph, U of Waterloo, or Wilfrid Laurier University). Borrowing must be done in person at each of these libraries.

Annex (off-site storage facility) - may book an appointment to visit the Annex warehouse - call 519-821-7946 locally or 1-800-597-8016 long distance to make an appointment. May request that items be retrieved from the Annex by placing a hold through the TRELLIS system (books or journals). Items will be retrieved and made available for pickup at the designated pickup location on the next business day.

Holds/Recalls – not eligible to place holds on books in the general collections at UG, UW or WLU. Hold privileges are limited to items in the Annex. Recalls are not permitted on items charged out.

Electronic Resources - may be used when you come into the Library physically. Some of the databases (those with a globe icon showing beside them on the "Journal Indexes" page) can be accessed remotely by anyone. Unfortunately, most of our databases are only available by remote access to students, faculty and staff currently registered at the University of Guelph. This restriction is imposed by the database vendors, and enforced as part of our compliance with licensing agreements. This is standard practice for all database producers and all academic libraries, and not unique to the University of Guelph. Vendors do not require us to monitor who is using these resources within the Library, so we are able to open up access to anyone when they visit the Library in person.

Interlibrary Loan - material from other libraries may be ordered via Interlibrary Loan. Cost for each satisfied request is $25.00, plus any cost incurred from the lending Library.

Reserve Material – generally material placed on Reserve for course use is not available for use. The OVC Reserve Textbook and the Library's AV collection is available for in-library use. An identification card is required.

Archival & Special Collections - the Archival and Special Collections material is available for use in the Archive area only. An identification card is required.

Reference Service – staff are available in the Fall & Winter semesters Mondays -Thursdays 9:00a.m til 9:00p.m, Fridays 9:00a.m til 4:30p.m and Saturdays/Sundays 1:00p.m til 4:30p.m.. Hours are reduced during the spring/summer and between semester periods.

Should you have any questions regarding any of the above services, please contact the Circulation and Interlibrary Services Desk staff at (519) 8244120, ext. 3618.

Feb 2000

UNIVERSITY of GUELPH

COMMUNITY BORROWER CARD

APPLICATION for Library Borrowing Privileges
for persons who are not employed faculty, staff
or registered students of the University of Guelph.

DATE _____

Name: _____

Business address: _____

_____ **Tel.:** _____

Home address: _____

_____ **Postal Code:** _____ **Tel.:** _____

1. $20 fee annually (or part thereof)
2. May borrow two week loan material only.
   (20 book maximum)
3. Direct access to materials in the general collections at the University of Waterloo, Wilfrid Laurier University and TriUniversity Annex Libraries.
4. Inter-library loan fee of $25 per item required at time of pick-up.
   (any additional charges from the lending institution will also be assessed, eg. photocopy charges)

Reasons for Request:

Reference (from on campus, if possible). Please include telephone number and extension, if known.

ID PRESENTED _____

Community borrowers are governed by all library regulations. Delinquent borrowers are subject to the Library's normal penalties for overdue and lost items.

The Library reserves the right to withdraw these privileges at any time.

_____
Signature of Applicant

OFFICE USE ONLY

G					

BORROWER NUMBER

_____
Authorization/Date

Iowa State University Library
Document Delivery Service

The **Document Delivery Service** (DDS) at Iowa State University Library provides rapid, low-cost copying and delivery services to ISU students, faculty and staff, as well as business, industry, and individual researchers worldwide. Drawing on the resources of the ISU Library, with over 2 million volumes and 22,000 current journal subscriptions, DDS staff will locate, photocopy, and ship a variety of documents, including:

- journal and newspaper articles
- technical reports
- conference papers
- book chapters
- government documents
- other types of material

Ordering:

Requests for document delivery can be submitted via web form (www.lib.iastate.edu/cgi-bin/DocDel), by mail or fax (you **must** use our paper form), or phone. Telephone requests are accepted Monday through Friday, 8:00 a.m. to 5:00 p.m., at 515-294-3644 and incur an additional $5.00 charge per request.

Delivery:

Most documents can be shipped within two working days, with standard delivery by campus mail, first class mail, or local fax as requested. Special handling and rush delivery options include Federal Express®, United Parcel Service®, and long-distance fax. Requesters may also pick up their requests in room 117 Parks Library. Prompt status reports are made on unfilled requests.

Charges:

For students, faculty and staff currently enrolled in/employed by Iowa State University, the base charge is $5.00 per document, up to 20 pages; additional charge of 10¢/page thereafter. For all others, the base charge is $12.00 per document, up to 20 pages; additional charge of 10¢/page thereafter. Color copies are provided for $5.00 special handling plus $1.00 per page. (Rates for ISU students, faculty, and staff are subsidized in part by the ISU Library.)

The base charge includes shipment by campus mail, first class U.S. mail, or local fax, if requested. For special handling, add the following amounts:

UPS®	$5.00 surcharge + UPS® charges
Federal Express®	$5.00 surcharge; client pays Federal Express® charges
Telephone request	$5.00 surcharge
FAX (long-distance)	$5.00 surcharge; 20 page limit
FAX (international)	$5.00 surcharge plus $1.00 per page (20-page limit)
Int'l Supplier	$10.00 surcharge
Royalty Fees	as assessed by CCC or publisher

Online Access to the ISU Catalog:

To determine whether the ISU Library owns an item, access the library catalog at www.lib.iastate.edu. Help screens are available online. Further assistance can be obtained by calling Reference staff at 515-294-3642.

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Delivery from other libraries/suppliers:

If a requested item proves to be unavailable (i.e., not owned by ISU, missing from the shelves, at the bindery, etc.), ISU students, faculty, and staff can request that the item be obtained from another library or supplier at no additional fee, beyond the standard DDS charges. This service is also available to other clients for an additional $8.00 fee. The base fee for a document obtained for non-ISU personnel from a supplier outside the ISU Library is therefor $20.00.

Payment:

Students, faculty, and staff currently enrolled in/employed by Iowa State can arrange for payment in a variety of ways. These include prepayment by check, money order, or ISU Intramural purchase order; payment by credit card (VISA®, MasterCard®, or Discover®); or ISU Account. Billing to an ISU account incurs an additional $2.00 billing fee.

Organizations not affiliated with Iowa State University can pay by credit card, or establish an account. Each document shipped will have an invoice including a $3.00 billing fee, which can later be reconciled with a monthly statement. For all non-account holders (i.e., individuals without ISU or organizational affiliation), prepayment or credit card payment is required.

Copyright compliance:

Document Delivery Service operates under the "fair use" guidelines of U.S. copyright law. For all clients, DDS offers a "copyright cleared" service, whereby royalties can be paid to the Copyright Clearance Center (CCC) and billed to the user. Requests that cannot be processed due to copyright restrictions will be returned with an explanation

Confidentiality:

DDS assures confidentiality of all client requests.

For more information:

Contact the Document Delivery Service at 117 Parks Library, Ames, Iowa 50011-2140.
Telephone: 515-294-3644; *Fax:* 515-294-5525.

McMaster University Libraries
Hours Of Opening
September — April

Clearing of libraries begins 15 minutes before closing.

MILLS MEMORIAL LIBRARY

Mon. - Fri.	8:00 am	- 12:00 midnight
Saturday	9:00 am	- 5:00 pm
Sunday	11:00 am	- 11:00 pm

THODE LIBRARY OF SCIENCE & ENGINEERING

Mon. - Fri.	8:00 am	- 12:00 midnight
Saturday	9:00 am	- 5:00 pm
Sunday	11:00 am	- 11:00 pm

HEALTH SCIENCES LIBRARY

Mon. - Thurs. ...	8:00 am	- 11:30 pm
Friday	8:00 am	- 10:00 pm
Saturday	10:00 am	- 7:00 pm
Sunday	10:00 am	- 11:00 pm

INNIS LIBRARY

Mon. - Fri.	8:30 am	- 11:00 pm
Saturday	9:00 am	- 5:00 pm
Sunday	12:00 noon	- 8:00 pm

Note: *Departmental service hours, summer hours, and holiday hours of opening vary from above.*

Rev \99

McMaster University Libraries

Mills Memorial Library

External Borrower Cards

McMaster University Library exists primarily to meet the needs of the students, faculty and staff of the University. Use of the facilities and services of the libraries by others is extended as widely as possible, consistent with the needs of the McMaster University community as determined by the University Librarian.

External Borrower cards are issued to individuals with a regular or continuing need for research and scholarly materials. There is an annual fee for the card and borrowing limitations apply.

http://www.mcmaster.ca/library/services/circulation.htm

McMaster University

Eligibility

Cards are issued to individuals with a regular or continuing need for research and scholarly materials.

Cards are not issued to primary and secondary school-students.

Application

Application forms should be completed at the Circulation Desk, Mills Memorial Library. Cards can be issued during the following hours:

Monday - Thursday	8 a.m. - 9:00 p.m.
Friday	8 a.m. - 4:00 p.m.
Saturday	9 a.m. - 4:00 p.m.

Identification showing a current address is required.
If applicable, an alumni card should be presented.

Cost

The annual fee for the External Borrower card is $30 for graduates of McMaster University and $50 for all others. Payment may be made by cheque, Mastercard, Visa or debit card.
A replacement charge is imposed for lost or damaged cards.

Responsibilities

External Borrower card holders are encouraged to familiarize themselves with the Library Regulations. Misuse of the library card or failure to respond to notices will result in the withdrawal of borrowing privileges. Cards may be used only by the holder and are not transferable.

Loan Period/Borrowing Limitations

Circulating materials may be borrowed for a two-week period. Up to 20 books may be on loan at one time. Reserve materials may not be borrowed.
Any book may be renewed unless it has been requested by another user (limit of 2 renewals per book).

Renewal of Card

All cards expire annually at the end of the month indicated on the expiry sticker. The card should be presented when applying for the renewal. Cards can be renewed at the times stated above under APPLICATION, provided that no materials are overdue and any outstanding charges are paid.

Change Of Address/Lost Card

The library must be notified of address changes, as well as when the card is lost or stolen.

Services Available

External Borrower card holders may use all the services provided by the Library, with the exception of some license-restricted databases. There is a small additional fee for the use of interlending and document supply, and computerized bibliographic searching services.

SYRACUSE UNIVERSITY LIBRARY

Visitors Policy

Introduction

This policy outlines the privileges and obligations of Syracuse University Library users not affiliated with SU. It applies to the Syracuse University Library, which includes E. S. Bird Library, and the Science and Technology Library and its branches. The policy does not apply to the Law Library or the Martin Luther King Jr. Library, which are separately administered.

Visitors, including unaffiliated scholars and members of the community, are welcome to use the Library's collections for research and study purposes. Its depository collections of U.S. government publications, and help in using them, are freely available to all visitors. With the exception of these depository collections, Library facilities and services are not available to visitors for casual or recreational use. The Library may, at times, give priority in service to University-affiliated users, and may limit visitors' access to selected facilities, collections, and services.

Visitor Registration

Syracuse University I.D. cardholders may enter Bird Library through the turnstiles. Patrons who have alumni, guest borrower, or access cards are asked to show their card to the entrance staff on duty. Visitors from LeMoyne College, Onondaga Community College, and SU-affiliated programs are requested to show their valid institutional I.D. card. All other visitors are asked to complete a visitor registration form and to show identification at the entrance. Please see the *Circulation* information bulletin for further details.

Visitor Privileges

- SUMMIT, the Library's online catalog, includes numerous databases as well as access to other libraries' holdings. The Local Catalog is available on the Web without restriction at http://libwww.syr.edu. Other database resources are accessible to visitors only from campus workstations.
- Use of library materials in-house, including collections housed in library stacks, government documents collections, reference collections, current periodicals and newspapers except those held at the reserve desk, and microform collections;
- Use of Copy Services and photocopiers;
- Access to the Department of Special Collections.

Borrowing Privileges

On-site borrowing privileges are available at no charge to the following, who may obtain guest borrower cards at the circulation desk of Bird or the Science and Technology Library:

- Project Advance students and faculty,
- special SU summer program students,
- Syracuse University alumni,
- SUNY ESF continuing education students,
- SUNY Health Science Center faculty, students, and staff,
- members of Syracuse University Library Associates (Patron level and above),
- Chancellor's Fellows,
- LeMoyne College faculty,
- Onondaga Community College faculty.

Borrowing privileges are available for a fee to residents of the Syracuse community and other unaffiliated adults, including graduate students and faculty of other institutions.

Guest borrower fees are:

- $ 25.00/month
- $ 50.00/semester
- $100.00/year

Borrowing privileges are not offered to undergraduates of other institutions, except by inter-institutional agreement, nor are they offered to high school students.

Institutional Borrowing

Members of corporations and/or organizations may purchase guest borrowing privileges in the organization's name. Up to two guest borrower cards will be issued to an organization. The Library requires the name of an officer of the institution who will be responsible for accrued fines and fees for damaged or lost library materials. Computer searches are also available to institutional borrowers on request, for a fee.

Institutional borrowing fees are:

Not-for-Profit
$75.00/semester
$150.00/year

For-Profit
$150.00/semester
$300.00/year

Loan Policies

Library materials are loaned to guest and institutional borrowers for 28 days. Up to ten items may be charged out at a time. Certain materials, for example course reserves and most media including videos, may not be borrowed. Newspapers and periodicals held behind the Reserve Desk may be used with a guest borrower's card.

Failure to return library materials by their due date may result in the loss of borrowing privileges. Borrowers agree to be responsible for all fines, to reimburse the Library for lost or damaged materials, and to return immediately materials recalled for another patron. For details, please refer to the Syracuse University Library *Fine Policies* information bulletin.

Other Privileges

Visitors may ask reference staff for help in using the online catalog and reference sources and in locating library materials. At certain times of the academic year, the Library may need to give priority in reference service and in the use of library resources to SU students, faculty, and staff. U.S. government depository collections are available to all users throughout the year.

Restrictions on Service

The following services are not available to visitors:

- interlibrary loan,
- course reserve materials,
- selected workstations and computer software,
- data restricted by licensing agreements,
- selected media materials,
- recall of materials checked out by others,
- Media Services workstations except when viewing government publications.

University research library collections and services are not designed or intended to meet the needs of younger students or children. For this reason, visitors of younger than high school age should be accompanied by an adult at all times.

Groups

Group tours of the Library for students or groups of high school age or older may be arranged by calling the User Education Librarian at 443-2730, or the Science and Technology Library at 443-2160, in advance of the intended visit. The Library schedules group tours during times that do not conflict with campus academic needs.

Rules of the Library

The SU Library is committed to providing library users with the resources required for research and study in an atmosphere that enhances the pursuit of scholarly activity. Food and drink are not permitted, except in the first-floor study area at E. S. Bird Library. Visitors who engage in noisy or disruptive behavior or who are using library facilities for purely recreational purposes may be asked to leave.

Virtual and Audio Tours

A virtual tour of Bird Library is available on the Library web page at *http://libwww.syr.edu*. A self-guided audio tour of Bird Library is available at the Circulation Desk.

August 16, 1999

THE MUSIC LIBRARY
CHORAL/BAND/ORCHESTRAL LIBRARY

REGULATIONS FOR EXTERNAL BORROWERS

The CBO Music Library is dedicated to and maintained for serving the needs of the students and faculty members of the UWO Faculty of Music. Requests by borrowers external to the University, or by members of the University Community on behalf of external organizations, may be granted if there is no conflict with the needs of the Faculty of Music or other UWO Faculties. Requests for borrowing privileges should be directed to the Head, Music Library.

REGULATIONS:

1. External requests will NOT be considered during the month of September for first term use, and NOT during the month of January for second-term use.

2. Materials will not be loaned to individuals outside the University community, only to recognized groups (choirs, orchestras). Materials must be borrowed under the name of the organization. No materials will be loaned to public schools or school boards.

3. UWO faculty members borrowing materials for off-campus use are considered external borrowers, and are subject to all fees and charges.

4. Heavy demand materials and materials known to be out-of print are not loaned.

5. A fee, payable upon receipt of invoice is charged to each group for handling and deterioration of materials:

All instrumental titles, regardless of number of parts:
$50.00 PER TITLE
20 or more copies of major choral titles (eg. Messiah):
$40.00 PER TITLE
Fewer than 20 copies of major choral titles:
$30.00 PER TITLE
20 or more copies of choral titles in octavo format:
$20.00 PER TITLE
Fewer than 20 copies of octavo choral titles:
$10.00 PER TITLE

6. The normal loan period is 12 weeks. An extended loan may be arranged if the materials are not in demand by members of the Faculty of Music. **Failure to return materials within 25 days of the due date will result in a $50.00 PER TITLE fine and suspension of borrowing privileges.** Materials must be returned and all fines and fees paid before consideration will be given to reinstating borrowing privileges.

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7. All materials are sent out and returned via courier or by IUTS and all expenses are to be paid by the borrower.

8. It is an offence to mutilate or deface library materials. If music is to be marked, **pencil only** must be used, and the markings must be erased before the materials are returned. The numerical, property, and call number stamps, and barcode labels, are not to be altered in any way. Failure to adhere to this policy subjects borrowers to the penalties of the UWO Library System as outlined in the *Lending Code for The University of Western Ontario Library System*.

9. Missing or mutilated materials must be replaced by the borrowing organization, at its expense, in the same edition as the borrowed work. Photocopies and handwritten replacements are not acceptable. Arrangements for purchase may be made with Hysen Music, 146 Dundas Street, London, N6A 1G1 (tel. 519-433-6713, fax 519-645-1762) or with the music dealer of patron's choice. The CBO Library must receive notification that the music has been ordered. The CBO will, on request, provide an order form giving the name of the work and the publisher. This form should be stamped by the music dealer when the replacement materials are ordered, and should then be returned to the CBO Music Library. When the form is received by the Library, the organization's suspension will be lifted.

Promotional Materials

The Patent Databases

PATSCAN uses the best available on-line patent databases, on such services as DIALOG, ORBIT, and STN. These include:

- WORLD PATENT INDEX contains patent information from over 40 countries, totaling 16 million patent documents.
- Lexpat accesses full-text U.S. patents since 1971, updated weekly.
- JAPIO retrieves English abstracts of published unexamined Japanese patents (Kokai) from 1976.
- The family of TRADEMARKSCAN databases facilitates searches of Canadian, U.S., British and European trademarks.
- INPADOC, LitAlert, Legal Status, CLAIMS REASSIGNMENT & REEXAMINATION, and CLAIMS/CITATION reveal patent status, validity, legal actions, and citing patents.
- Techsource, provided exclusively through the Canadian Intellectual Property Office, provides access to over 75 years of full-text Canadian patents and patent applications, including full-text with images.

PATSCAN can also access over 20 other subject databases containing patent literature, such as NTIS and Chemical Abstracts. In-house resources include patent data on CD-ROM from APS MicroPatent, the European Patent Office, and U.S. Patent & Trademark Office.

How to Use PATSCAN

If you wish to come to the **PATSCAN** office to attend a personal search session, the research staff would be glad to oblige. Otherwise, you may submit search requests by mail, fax, or e-mail.

PATSCAN search request forms are available at our websites or can be faxed upon demand. Phone for an estimate if you have a special request and wish to place a budget limit on the search or research project.

Most searches are performed within the week, and always delivered by bonded couriers. The basic costs recovered by the UBC Library are for labour, patent copies, computer access time, and delivery. Guarantee of payment is necessary: VISA and Mastercard are accepted.

Strict confidentiality of search disclosures is maintained. Non-disclosure agreements are signed if required, and available on the **PATSCAN** websites.

PATSCAN Contact:

Ron Simmer, Patent Service Librarian,
Phone (604) 822-5404
Fax (604) 822-9532
PATSCAN, The Main Library
The University of British Columbia
1956 Main Mall
Vancouver, BC V6T 1Z1
Internet Address:
rsimmer@interchange.ubc.ca
World Wide Web URLs:
http://www.patscan.ubc.ca(private sector)
http://www.library.ubc.ca/patscan(academic)

The universe of patent and trademark information—fast, efficient, economical

THE UNIVERSITY OF BRITISH COLUMBIA

Pat

a patent and trade-mark search service for the academic and business communities of British Columbia

UBC LIBRARY

PATSCAN *is a registered trademark of The University of British Columbia*

What is PATSCAN?

PATSCAN is a patent and trademark search service based at the University of BC but available to all other post-secondary educational institutions in BC as well as the private sector.

PATSCAN's role is to assist technology transfer from B.C. universities and to promote the utilization of intellectual property for the advancement of B.C. industry.

PATSCAN provides university faculty, research staff, and students easy access to patent information through the UBC Library at nominal cost.

PATSCAN also operates as a fee-based service for business clients, offering resources to help create and maximize performance of intellectual property assets.

PATSCAN is quick and efficient, delivering current worldwide information on pending and issued patents or trademarks to resolve questions involving status, validity, ownership, patentability, or infringement.

PATSCAN employs skilled researchers with computer access to a wide range of international commercial intellectual property databases as well as a large in-house collection of full text Canadian, US, and European patents.

Funding for this innovative program is through the British Columbia Ministry of Advanced Education, Training, and Technology. The assistance of the Canadian Intellectual Property Office is greatly appreciated.

Why Search Patents?

If you are an inventor, you should be aware of relevant prior art in your technology.

If you are an entrepreneur, you should monitor your competitors' new products, and where they are patented.

If you are involved in applied research, you need to review new and pending patents in your discipline.

Patents are the first place to look. Over 80% of the information contained in recent patent literature is not published elsewhere. **PATSCAN** can help you:

- Prevent duplication of an existing patented device, process, or technique.
- Track the research and development effort of colleagues or competitors across the globe and check for infringement.
- Generate new ideas and directions for your own R & D team, and find solutions to research problems.
- Assess market trends by watching numbers of patents issued, purchased, or licensed in growth technologies.
- Locate experts, consultants, potential employees, customers, licensors, or potential merger/takeover candidates.
- Monitor patent validity challenges, expiries, examinations, reassignments, divisions, continuations and extensions.

Search Packages Available

PATSCAN searches can tailor information from the patent databases and in-house resources to suit client's needs and budget.

PATSCAN offers:

- Patentability searches to discover if an invention has already been revealed in prior art patents.
- State-of-the-art searches directed to review the latest developments in a given technology.
- Patent family searches to find patents protecting the same invention across the world.
- Inventor/Assignee searches to reveal who owns what patents in which countries.
- Citation searches to ascertain if recent patents are citing older patents as prior art, often indicating competitor activity.
- Comprehensive intellectual property intelligence reports can be created to assess patent portfolios held by competitors, potential licensees, or merger/takeover/investment targets.

Tell us your problem and we will use the most appropriate international electronic resources covering intellectual property, technical, and business literature to find solutions.

For periodic updates of patent or other intellectual property information, **PATSCAN** researchers can prepare search profiles to be executed on newly published data whenever required.

PATSCAN news

Fall 1999

Bugs Beat Bacteria in Cell Expression Biz

Dr. Tom Grigliatti of UBC's Zoology Dept. is a contented scientist. His research team has commercialised their powerful cell expression system that cleanly and efficiently produces complex proteins, adaptable to a variety of insect cell lines for different applications.

The UBC Industry Liaison Office licensed his patent pending insect cell expression system to Invitrogen, a major international supplier of Biotech tools, which has been scrambling to supply customers with the very popular research lab kit. "So far Invitrogen has sold over 1000 kits, and it has only been on the market for about six months," says Grigliatti.

Invitrogen calls the kit "InsectSelect", and bills it as a quick, effortless, non-lytic system for continuous expression of recombinant proteins without the need for baculovirus. The Invitrogen website at www.invitrogen.com provides full details including manuals, vector map and sequence.

However, Invitrogen does not own all the rights to Dr. Grigliatti's technology. "Since we licensed the technology to Invitrogen to sell kits for research purposes, the way is open for even further license royalties for industrial applications," he says. "We have had about 20 calls from large pharma companies, some of whom are testing it for industrial use in large scale bioreactors."

"We needed a protein expression system in our lab to produce a fair amount of complex proteins for our own research purposes, and when we developed a tool to solve our problem, we realised it could be used to solve other people's protein production problems," says Grigliatti. "We discovered we could produce a wide range of complex proteins for commercial applications, including human proteins for diagnostics and therapeutics."

"The proteins that we wanted either could not be expressed in bacteria or yeast, the traditional routes, or if they were formed in these systems, they did not function properly," says Dr. Grigliatti. "We decided to use insect cell lines, since insects routinely make complex proteins."

"We found that insects perform the same kind of complex modifications that mammalian cells do, and are very efficient at producing proteins with the correct post-translational modifications such as adding sugars and other chain molecules after the protein is expressed."

"However, the neat trick was making plasmid vectors and protein expression cassettes that will function in a wide variety of insect cell lines. Because these cell lines are derived from different insects and more importantly different tissue types, they differ in the types of post-translations modifications they perform. However, since the protein expression cassette/vector system functions in a variety of different insect cell lines, you can match the cell line and its post-translations modification capacity with the type of protein you want to produce."

"Our system is attractive because it produces human or other complex proteins in a system that is free from any viruses, prions, or serum contaminants that people worry about in therapeutic applications," Grigliatti notes."We use a stable vector based system which integrates directly into the genome, and we grow the transformed stable cell lines in a protein and serum free media. The end product is an extremely homogenous protein with no associated degrading enzymes or lysates. We successfully expressed over 20 difficult proteins passed on to us by other frustrated research groups."

Asked about the trials involved in taking technology to market, Dr. Grigliatti said, "Everything went fine, the patent lawyer did a great job and the patent examination came back clean, since our method is so different from other protein expression systems. The whole thing has been a great experience for us."

Free Y2K Bizarre Patent Calendar at www. patscan.com!

Breakthrough SFU Semiconductor Fabrication Invention Licensed

Simon Fraser University recently granted an exclusive license to EKC Technology Inc. of Hayward, California, a world leader in the production of chemical processes for use in the semiconductor industry. The license, which represents the most financially rewarding technology transfer agreement SFU has negotiated so far, gives EKC rights to further develop and market a patented photoimaging process developed by SFU chemistry professor Ross H. Hill and his research team.

The process uses light in combination with specific chemicals to produce electronic connections for integrated circuits and other applications. Hill's technology makes it possible to achieve further miniaturization in consumer electronic devices, such as cell phones, than that which is currently possible using conventional methods. EKC plans to develop the technology for integrated circuits and printed wire boards and other potential applications.

Dr. Ross Hill, SFU
Photo: Greg Ehlers

The agreement grants EKC the right to sub-license Hill's process and improve upon compounds initially obtained through the license. In return, EKC has given SFU, Hill and his team of researchers substantial up-front payments and will continue to pay significant licensing fees and royalties over the life of the agreement. Additionally, Hill will receive a research grant from EKC to support further development of the technology. EKC President Jerry Coder comments, "We are extremely excited about the long range possibilities of these photoimageable materials."

Professor Hill adds, "We have a lot of confidence in our partnership with EKC because the company has a proven track record when it comes to taking new products to market in this industry."

Founded in 1968 and acquired by ChemFirst Inc. in 1989, EKC Technology is a worldwide supplier of high purity, patented and proprietary chemicals for Chemical Mechanical Polishing (CMP), wafer cleaning, surface preparation and photoresist removal for the semiconductor industry. For further information, contact: Daphne Gelbart, SFU University/Industry Liaison Office (604) 268-6568.

Never Buy a Patent Copy Again!

Steve Mayall, an independent UK software programmer, has made purchasing patent copies a thing of the past. He wrote a robotic utility program called "Lattice" that gathers patent copies from websites after you plug in your patent numbers. As he says it all began as "A two-hour knock-together to get a large number of Tiff files from web-pages by following links."

A patent attorney associate suggested the program would be very useful in automatically retrieving patents from websites. "I never thought it would get this big!", says Mayall. "Lattice has been built mostly from user feedback. After all, they are the patent experts – I'm just a programmer!"

Currently there are well over 30 million full text patents available free on the Internet, which except for Canadian patents on CIPO's site, must be tediously downloaded or printed one page at a time. Thanks to leadership by the European Patent Office, much patent family information including equivalent or counterpart patents is free, often allowing people to choose a patent in their own language.

Mayall is scrambling to keep up with his client orders for the shareware program, which supports all patent websites. Currently he is working with Japanese associates to produce a Japanese interface, and is about to release version 1.17, which will be user-friendlier. If you like the demo, the registered edition costs US$45.00. See his site at **www.imageapps.co.uk**

Pharmacogenomic Boom Begins

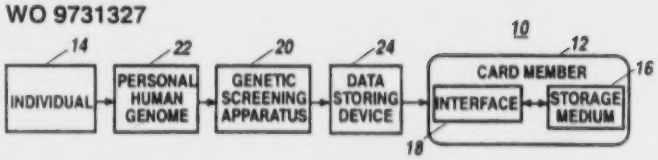
Will you soon be carrying a personal "Genome Card"? Scientists are working on chips that will store data predicting your reactions to hundreds of drugs in general use that have been screened against your DNA. In fact Motorola has filed patent application WO 9731327 for such a "Personal Human Genome Card".

Bioinformatics companies such as Affymetrix and Orchid Biocomputer are scrambling to perfect and patent the technology that will allow massively parallel screenings of millions of DNA tests to automate such a personal genome profile. Hundreds of such patent filings exist in this technology, including such names as Monsanto and IBM in the field of genome computer analysis. The global market for DNA chips, microarrays, and microfluidic devices and other genetic analysis hardware alone is projected to be in the range of $1 billion in the next few years.

Scientists have long known that certain races had predictable deficiencies in metabolising drugs, alcohol, and other substances. Very soon they will be able to scan a person's individual genome for genetic anomalies causing inability to produce particular enzymes in the metabolism of specific drugs.

Health experts claim the fifth ranked cause of death in the US is adverse drug reactions, and the costs of dealing with bad drug reactions are higher than the expense of drug therapy. For a given drug, on one end of the spectrum there may be patients with no reaction, and on the other end death by anaphylactic shock for those very sensitive. Genomic studies will help drug companies design point of care diagnostics for patients who may react negatively

WO 9731327



to their products, and offer the potential of designing "clean drugs" with no side effects.

Canadian NRC support through The Canadian Bioinformatics Resource, the largest DNA sequence retrieval system in North America has been a good start in giving Canadian researchers the tools to compete in this area. However, the Genome Canada initiative has been slow to pour funds into the labs of scientists. Many Canadian companies are working in the field of biochip technologies, from microrobotic vision systems to microfabrication. Some local UBC spin-offs such as Xenon Bioresearch, TerraGen Discovery Inc. and Kinetek Pharmaceuticals are using genomics to take new therapies to market. However, the big pharma companies are extremely selective about investing in smaller enterprises, even though their portfolios of older drugs are soon to go off patent.

In theory, the spinoffs of the Human Genome Project will enormously benefit large pharmaceutical companies, who will better be able to identify and validate drug targets, fail candidate drugs early and fast through better toxicity testing, and run much more efficient clinical trials. Intelligence on the genomes of pathogenic bacteria and viruses will also lead to killer antibiotics to save us from the scourge of drug resistant bugs.

The smarter companies will focus on the "wellness" market for people conscious of their genomic predilections for increased risk of hereditary diseases once probes become available for Parkinson's, Cystic fibrosis, Alzheimer's and all the Cancers and Coronary afflictions.

A new Centre for Pharmacogenetic studies is being proposed in BC by the UBC Faculty of Pharmaceutical Sciences and the Research Inst. for Children's and Women's Health. The goal of the proposed Centre is to position BC in the area of genetic based healthcare research such that drug design and patient care is maximised in light of the medical advances arising from the Human Genome Project.
The objectives are:

1. Advanced personal therapies from knowledge of variations among racial groups and individuals in their response to drugs.

2. The predict-and-manage paradigm in health cares resulting in a shift towards minimising the course of diseases, including lifestyle modification.

3. Cost containment by consistent use of the most appropriate drug therapy for the individual patient.

4. Information Infrastructure advances affording an environment of intelligent and sophisticated use of genomic data for the benefit of patients and medical practitioners.

5. Globalisation of pharmacogenetic information in the optimisation of drug therapy to produce a new approach to harmonisation of drug regulation standards and regulation.

"Fat Dogs Don't Hunt"

And other lessons from the front-line of a software company

Rory Holland created $100 million dollars in equity in a few years starting with nothing but a Phys. Ed. degree and $10K borrowed from his new father in law. He and a partner did market research, hired programmers, and in wizard entrepreneurial fashion hit the road selling a software product that was still vaporware in order to get operating cash. He leveraged his payroll with stock options, and later had to negotiate his company equity back from the employees, but survived to sell it at the right time. His 10 rules to success in the software biz are:

1. **Think outside the 9 dots.** The typical brain teaser puzzle is solved by going outside the box of the problem for the best solution.
2. **Always ask** – the worst they can say is no. Don't let fear of failure and rejection cripple you.
3. **Shoot the puck where the player is going to be.** The "Gretzky" business solution requires intensive competitive intelligence research to target open opportunities.
4. **Never be the smartest person in the company.** Hire the brightest and the best, not yes men.
5. **Don't focus on what the other side gets.** In a deal it is crucial to get what *you* need.
6. **Have fun.** People who work hard under high stress deserve to party.
7. **Great things happen when you don't care who gets the credit.** Get your ego out of the way.
8. **Fat dogs don't hunt.** A lean, hungry company can succeed.
9. **Cannibalise yourself.** If you don't someone else will. Spin off a subsidiary to grab the ancillary business before your competitors do.
10. ***Do the right things rather than do things right.*** Effective management decisions are the only ones that count.

As presented to an enthusiastic audience Oct. 18 at UBC. Rory Holland, (not-a-lawyer) R&D Technology Law Group, Russell & DuMoulin

University Tech Transfer Milestones

In July, a license agreement was executed between UBC and Kinetek Pharmaceuticals Inc. for a new class of anti-cancer compounds. The compounds are G2 cell cycle checkpoint inhibitors that were isolated from a marine invertebrate from the coast of Brazil by Drs. Raymond Andersen and Michel Roberge of UBC and Dr. Roberto Berlinck of the University of Sao Paulo in Brazil. These compounds identified as KP-200 series, selectively kill cancer cells that have a mutant p53 gene. See **www.kinetekpharm.com** for more.

UBC spinoff Carmanagh Engineering merged recently with Honeywell's Space and Aviation Controls Div. of Phoenix, Ariz. to form NxtPhase, a new privately held company with $9.1 million in new financing. Honeywell's current measurement expertise coupled with the advanced fibre optic voltage sensor invented by UBC's Dr. Nick Jaegers will position NxtPhase to capture a large part of the industrial power meter market. H.Q. to be in Vancouver.

"Universal Gas Sensor for Selective Detection of Toxic Chemicals and Combustible Gases," invented by Dr. Bijan Miremadi of SFU has been licensed to DCH Technology Inc. of California. This computer-interfaced gas sensing unit can be hand-held or installed in any location to detect reducing or oxidizing molecules and/or chemical vapours . While other gas detectors can confirm the presence of a gas non-selectively, Dr. Miremadi's system can be configured to identify a specific gas in the presence of other gas species.

PATSCAN NEWS is published quarterly by the PATSCAN service of the University of British Columbia Library to promote the technology transfer of academic research in BC. Subscriptions $15/yr for 1st class postal delivery. Free e-mail delivery upon request.

Contact PATSCAN, Main Library, University of BC, 1956 Main Mall, Vancouver, BC V6T 1Z1. Phone (604) 822-5404, or fax (604) 822-9532. E-Mail: rsimmer@interchange.ubc.ca Websites: www.patscan.ubc.ca or www.library.ubc.ca/patscan or www.patscan.com

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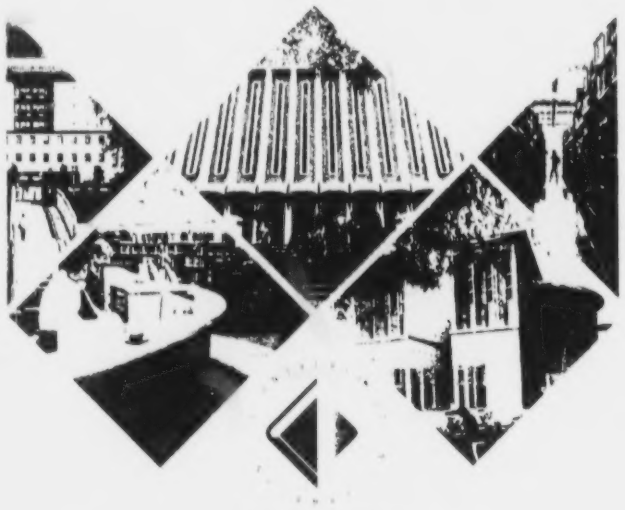

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About the UCI Campus

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INFORMATION

CISTI Fact Sheet

Canada has one of the world's most advanced scientific and technical information services. Worldwide information, tailored to any researcher's needs, is available from the Canada Institute for Scientific and Technical Information (CISTI). For 75 years, the Canadian scientific and technical research community has relied on CISTI for information that is a vital component of R&D.

CISTI clients include scientists, engineers, doctors, high tech industries, pharmaceutical companies, university students and faculty, and many others, as well as the information specialists who serve them. A growing number of U.S. and international clients are discovering the vast resources and high quality service that CISTI offers.

The hallmark of CISTI services is flexibility and a variety of options for ordering and receiving information. This is made possible by an investment in technology that has produced an award-winning document delivery system and an internationally acclaimed CD-ROM service. CISTI has kept pace with the explosion in the use of the World Wide Web and electronic information to provide easy access to the vast array of scientific information around the world.

NRC Research Press

Not only is CISTI a world-class library and information service provider, it is also Canada's leading publisher of scientific journals. For over 65 years NRC Research Press has published peer-reviewed articles, and now publishes 14 international science and engineering journals in print and online, plus a growing list of conference proceedings and books. Expertise in development, distribution, business and marketing is available to other organizations to assist with both print and electronic publishing projects.

Document Delivery Services

CISTI's in-house collection of more than 50,000 journals and half a million books, reports and conference papers is one of the largest of its kind in the world. Each day, CISTI receives about 3,000 requests for documents and processes most of them within 48 hours or sooner. CISTI will also provide items from other collections such as the Canadian Agriculture Library and the British Library Document Supply Centre.

CISTI's catalogue provides access to the collection from anywhere in the world. It allows clients to search through the collection and order documents. The catalogue has several other features, including tables of contents for books, direct access to free full-text publications and an up-to-the-minute record of publications received at CISTI. Document orders are electronically forwarded to CISTI's Document Delivery Service.

(cont'd)

CISTI Source

(formerly SwetScan, SwetScan Alert and InfoAlert)

CISTI has combined a number of its online services to create CISTI Source. The service is being designed to meet the growing need for faster and easier access to newly published information. CISTI Source is a focussed and efficient way of searching for relevant information. With CISTI Source, the search for information is tailored to individual budgets and clients can decide how much information they want, how often and how recent. Searches are done by clients, by the system or with the help of CISTI staff.

CISTI Source offers different levels of service:

- Search tables of contents of 14,000 journals in all subject areas. There are over 10 million article titles in the database. Clicking on a title generates an order for the article.
- Receive tables of contents from a select list of journals. Articles titles from the selected journals are sent regularly each time the database is updated.
- With the help of CISTI's information specialists across Canada, customize a search that delivers regular updates from the world's leading scientific and technical databases.

The sources of information used for this service are among the best in the world. They include a worldwide tables of contents database in all subjects and specialized databases in agriculture, engineering, materials, chemistry and more. Other sources of information and more powerful search capabilities will be added to the service over the coming year.

BiblioNet

In 1999, CISTI launched BiblioNet, a collection of information sources designed especially for the information technology and telecommunications sectors. It includes databases of experts, published research, upcoming conferences, and tables of contents from 1600 journals in IT and telecom, business intelligence and industry news.

An annual membership includes a quick reference service from CISTI information specialists.

There are brief descriptions and links to other web sites whose content has been reviewed. They include information on companies, products, market studies, licensable technologies and experts within Canada. Through an agreement with Global Engineering Documents, standards specialists since 1968, BiblioNet will supply Canadian and international standards.

Free one-month trials are available for both BiblioNet and CISTI Source.

Reference and Referral Services

CISTI provides factual data, verifications, customized bibliographies and referrals to scientific and technical experts or organizations. An experienced team of information specialists carry out customized literature searches in all areas of science, technology and biomedicine using a wide range of Canadian and international online information services.

To help companies in the fast-paced business of R&D stay competitive, CISTI also provides business information such as company profiles, market research reports, industry trends, data on products and suppliers, current events, patents and trademarks, regulatory information and management practices.

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PURDUE UNIVERSITY

Purdue University Technical Information Service Newsletter

TECH BITS

Vol. 12, Nos. 2&3
Summer 1999

This past fiscal year

TIS ANNUAL SUMMARY

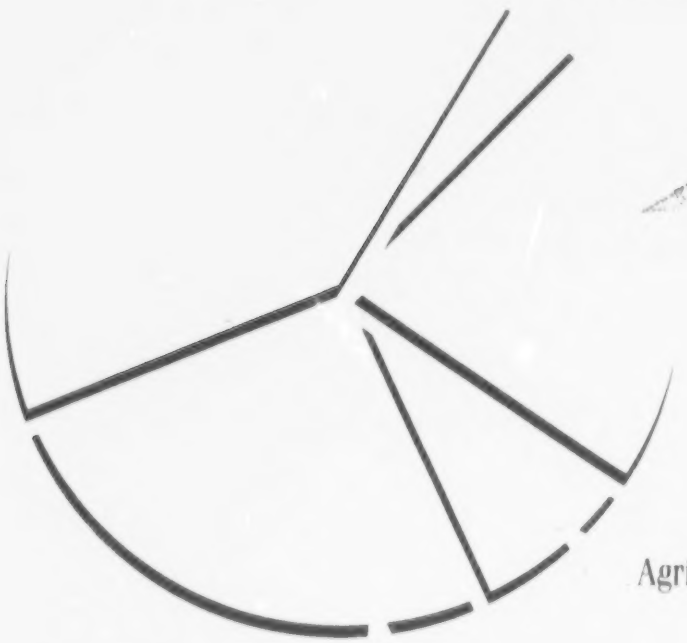
The past year has been a very busy one for the Technical Information Service (TIS). Besides continuing to provide information and document delivery services to clients all around the world, the staff moved to a new office in January. With the move into this new space, the staff upgraded several pieces of equipment to provide better customer service.

TIS also offered deposit accounts for the first time, offering high-volume clients the option of prepaying several months of service. Instead of handling monthly invoices, these clients now receive monthly statements. In addition, TIS also sends replenishment notices when the deposit account balance runs low.

The TIS staff looks forward to working with our clients to help meet their information needs over the next fiscal year. The TIS information specialists access a wide variety of print and electronic sources to provide quick, cost-effective, customized results on questions in almost every subject area.

Research Questions by Subject

About two-thirds of the questions fall into the marketing/management or engineering/technology areas, but the information specialists are experts in conducting research in other areas, too.



Quick & Efficient Document Delivery

TIS staff provide rapid document delivery from the Purdue University Libraries. We are also experts at obtaining special order documents from all over the world to meet clients' needs. We've ordered international patents, dissertations, conference papers, and technical reports from our global network of document suppliers. Rush delivery is always possible for material from the Purdue Libraries collection, and often possible from other sources. For fast, expert service, contact TIS the next time you need an article, book loan, industry standard, or other document.

TIS Clients

What kinds of clients find TIS a helpful partner in meeting their research, information and document delivery needs? TIS clients come from all sizes of companies in the following services and industries:

- Biotechnology
- Financial services
- Government agencies
- Health care
- Legal services
- Manufacturing
- Marketing
- Pharmaceutical firms
- And more

Information Specialists Find Medical Information

Medline, the comprehensive database produced by the National Library of Medicine, indexes over 3700 international journals in all aspects of medicine from 1966 to the present. TIS information specialists search Medline to identify articles in virtually all medical fields, including pharmaceuticals, veterinary medicine, occupational medicine, nutrition, toxicology, and environmental issues.

What is the advantage of having a TIS information specialist search a sophisticated medical database rather than searching the Web for information yourself? The information specialist has years of professional experience extracting relevant information from a variety of sources. For instance, searching Medline using the popular phrase "mad cow disease" as key words turns up 58 references. However, by using the controlled vocabulary phrase "encephalopathy, bovine spongiform," the information specialist retrieved citations to 706 articles, more than 12 times as many!

Ask a TIS information specialist for a cost quote for information to support your next research assignment.

TIS Welcomes Claire Alexander

Claire Alexander joined TIS in May. Her main responsibilities are to answer the TIS main phone line and to process document delivery requests. Claire's previous experience includes four years in another department of the Purdue University Libraries. She holds a bachelors degree in English from Gordon College, and a masters degree in English from the University of Akron. She has also completed additional coursework at Purdue.

Information Questions

The following selected recent examples, broadly outlined to preserve client confidentiality, illustrate the wide range of information needs, which TIS specialists can help meet.

nickel tungsten alloy finishing

ten most popular flavors for muffins

July 1997 market price for ethylene

hotel occupancy rate for an Indiana county

aging of tin oxide resistors

industry standards for tempered glass

trends on consumer spending for entertainment

laser vision correction surgery for athletes

plastic pet caskets

German regulations for medical laboratories

industrial applications of emu oil

biological treatment of deicing fluid

incidence of high cholesterol in the Japanese

internal anatomy of the kangaroo

market trends for flat breads

economic effects of gambling in several Midwestern states

market information for safety showers and eye washes

TIS Staff

Suzanne Ward	Manager
Mary Dugan	Information Specialist
Damay Peter	Information Specialist
Linda Christie	Library Assistant
Vickie McLaughlin	Library Assistant
Linda Chadwell	Clerk
Claire Alexander	Clerk

Technical Information Service
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http://www.lib.purdue.edu/tis

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Preliminary consultations are free of charge.

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PDF delivery: $10.00 includes article plus delivery via PDF file.

Telefacsimile:

$0.35 per page, two page minimum.

Additional Services

Rush: One day service and delivery, add $15.00

Two day service and delivery, add $7.50

Super rush service and delivery, add $30.00

When available, materials are delivered within three hours.

The UW Libraries is a member of the Copyright Clearance Center.

Payment Methods

Cash, check, Visa or Mastercard credit card, direct invoice or deposit accounts.

All payments must be in US funds; no stamps accepted.

The University of Washington and its employees are providing a service of an informational nature with no express or implied warranty for results and assume no obligation or liability for damage arising out of the use, or inability to use, the information provided. Search results or documents may be subject to the restrictions of the US Copyright Law (Title 17, US Code).

Lib. Guide 46, rev. 2/00

Research Express

UNIVERSITY OF WASHINGTON LIBRARIES

Research Express
University of Washington Libraries
Box 352900
Seattle, WA 98195-2900
(206) 616-4838
fax: (206) 616-4151
resxp@u.washington.edu

Research Express

Research Express is a full-service research, information and document delivery service of the University of Washington Libraries, providing customized information to business, government, industry and the general public. UW Libraries, the largest in the Northwest, maintains extensive collections in fisheries, forestry, engineering, government publications, patents and trademarks, as well as area studies.

Research Express is staffed by trained information specialists. Access to the UW Libraries collection and to other libraries and commercial document delivery suppliers allows staff to provide services tailored to fit your individual needs. Research Express offers a variety of delivery options to meet your deadlines. Information is delivered how you need it and when you need it.

Who Can Use the Service

Research Express services are designed to meet the needs of a variety of clients representing businesses, government agencies, non-profit organizations and the general public. Typical clients include:

- Law firms
- Small business owners
- Inventors
- Students
- Media organizations
- Accounting firms
- Regional planning firms
- Consulting engineers
- Advanced technology firms

Customized Research

Research Express provides individualized services based on your needs. We will:

- Conduct specialized searches
- Conduct market research
- Identify experts
- Gather company intelligence
- Locate hard-to-find articles and books
- Conduct patent and trademark research
- Prepare bibliographies
- Locate grant and funding sources

Available resources extend beyond the print and electronic collections of the UW Libraries to include access to online databases — including DIALOG, Lexis/Nexis, OCLC — and the Internet.

Topical current awareness services are available to help keep you informed and up-to-date.

Other services are available. Please call or e-mail for more information.

Sample Research Topics

Our staff researches a wide variety of topics, including:

- Forestry and wood products
- Food production statistics
- Industry overviews
- Pacific Northwest history
- Photographic and cartographic research
- Legislative histories and government regulations
- Regional demographic research
- Environmental engineering
- Adolescent psychology

Contact Information

You can submit your request to Research Express using any of the following:

- In person: Suzzallo Library, Room 463
  (To be sure of our availability, please call ahead for an appointment.)
- Telephone: (206) 616-4838
- Fax: (206) 616-4151
- E-mail: *resxp@u.washington.edu*
- Mail: Research Express
  University of Washington Libraries
  Box 352900
  Seattle, WA 98195-2900
- URL: *www.lib.washington.edu/resxp*

Research Express is open 8:00 a.m. to 5:00 p.m. Monday through Friday. After hours, requests may be made by voice mail, fax or e-mail.

All requests and research are confidential.

Delivery Options

Research Express offers these delivery options:

- US Mail
- Electronic mail
- UPS Overnight Delivery
- Telefacsimile
- Ariel
- PDF

Research Express will attempt to deliver results within three working days, although larger projects may take longer. Rush service is available. For details, see pricing information, or call (206) 616-4838.

- When you need an extra hand . . .
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Research Express

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THE FEES

Loans/Purchases

University of Waterloo Library materials
$20 per item loaned or photocopied plus copyright

University of Waterloo Theses (paper only)
$20 plus $0.30 per page

Materials from other sources
$30 per item plus costs and copyright charges

Reference Services

Manual research
Verification of citations
Location searches
Computerized literature searching

$60 per hour ($30 minimum)
plus communications and database charges

Courier/Fax Service

Rates on request

Billing

Visa, Mastercard, and American Express accepted.
Cash transactions available for on-site customers.

Fees subject to change without notice

Industrial & Business Information Service

Serving the Community
Since 1985

A Service of the
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THE SERVICES

IBIS brings the Library to you by providing:

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- Loans and photocopies from other sources
- Patents and standards, both domestic and foreign
- Mail, courier, and fax service
- Computerized searching of international databases
- Information provided by professional staff
- Assistance in establishing resident collections
- Binding of personal books

IBIS is accessible to you by:

- Phone: (519) 888-4517
- Fax: (519) 746-5151
- E-mail: ibis@library.uwaterloo.ca
- Mail: Library
  University of Waterloo
  Waterloo, ON N2L 3G1
- In Person: Davis Centre Library
  University of Waterloo

Confidentiality assured

Job Descriptions

UNIVERSITY OF CALIFORNIA, IRVINE
JOB DESCRIPTION

1. REQUEST FOR

G Recruitment (attach a requisition)
G Classification Review
G Update of Job Description

(PERSONNEL OFFICE USE ONLY)

APPROVED PAYROLL TITLE | TITLE CODE

2. UNIT CODE

3. a) SALARY RATE

b) PERCENT OF TIME 100%

CODE
G A-M G C-S G E-OTHER
G B-M/C G D-S/C G F-C

EFFECTIVE DATE | INITIALS

4. EMPLOYEE NAME

5. EXTENSION

6. CURRENT PAYROLL TITLE
LA III

7. DEPARTMENT/DIVISION
ASAP Information Services (MLRI) / RI

8. WORK LOCATION
Main Library ML141

9. WORKING TITLE (IF DIFFERENT)
ASAP Office Manager

10. NAME OF SUPERVISOR

11. EXTENSION
4967

12. SUPERVISOR'S PAYROLL TITLE
Head, Main Library Research & Instructional Services Dept

13. SUMMARY OF DUTIES

Under the general supervision of the Head, Main Library Research and Instructional Services Department, the ASAP Office Manager manages the day-to-day operations of ASAP; communicates with ASAP clients and vendors in providing ASAP services and products; supervises and does photocopying and packaging of documents and books; supervises and processes invoices and payments (working with the Copy Service and Business Office); supervises student assistants; utilizes electronic authorization and deposit software to deposit credit card payments; utilizes various document delivery and ILL software (e.g. Ariel, OCLC); utilizes ANTPAC, MELVYL and various Internet resources to locate documents; searches other databases and database systems to locate documents; communicates with and initiates orders from various information and document delivery vendors; coordinates the Corporate Services pilot project; assists the Head, MLRI Dept in developing operational policies and procedures; and assists in developing regular reports on ASAP activities.

14. TYPE OF SUPERVISION RECEIVED

Indicate the type of supervision the incumbent will receive after the training/orientation period.
Close Supervision ( ) Supervision ( ) General Supervision (X) Direction ( ) General Direction ( )

15. PHYSICAL REQUIREMENTS In order to comply with the Rehabilitation Act of 1973, it is necessary to determine the essential physical Requirements of each job. Use the following codes to complete this section: "F" for frequently, "O" for occasionally, "N" for not at all.

On the job each employee must:

( ) Bend
( ) Squat
( ) Crawl
( ) Climb
( ) Reach above shoulder level
( ) Kneel
( ) Do pushing/pulling
( ) Sit 75 %
( ) Stand 15 %
( ) Walk 10 %
( ) Handle objects (manual dexterity)
( ) Use fine finger movements
( ) Other

On the job employee lifts/carries:

( ) Light (up to 25 pounds)
( ) Moderate (25-50 pounds)
( ) Heavy (over 50 pounds)

On the job employee:

( ) Is exposed to excessive noise
( ) Is around moving machinery
( ) Is exposed to marked changes in temperature and/or humidity
( ) Drives automotive equipment
( ) Is exposed to dust, fumes, gases, radiation, microwave (circle)
( ) Works in confined quarters
( ) Other

16. SPECIAL CONDITIONS OF EMPLOYMENT

17. NAMES OF THOSE SUPERVISED AND PAYROLL TITLES

NAME OF EMPLOYEE | PAYROLL TITLE

Retention: As long as job is active
71491-132 A

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16 DUTIES/TASKS

%	Frequency	Duty	Task No	Major Duties and Tasks
40	D			Manages the day-to-day operations of ASAP Information Services a Communicates with ASAP clients in providing ASAP services and products, via phone, e-mail, fax and the internet. b Records client's requests for services and products, often reflecting customized needs. c Photocopies documents and packages documents and books for clients. d Prepares materials for mailings. e Faxes materials to clients and/or various vendors. f Processes invoices and payments (working with Copy Service and Business Office). g Inputs transaction records and invoice information into QuickBooks Small Business Software. h Utilizes ANTPAC, MELVYL to locate UCI documents and books. i Liaison with other departments in the UCI Libraries (i.e. MCL, ML ILL/DAD, SL ILL/DAD, Copy Service, Business Office, SLRI). j Communicates with Steve Clancy (Health Sciences Libranan) regarding medical and health related searches done for ASAP clients. k Maintains accurate client files for all ASAP clients and orders. l Collects and tabulates statistics. m Assists the Head, MLRI Dept in developing operational policies and procedures. n Assists the Head, MLRI Dept in developing and producing regular and specialized reports on ASAP activities. o Coordinates the Corporate Services pilot project (Nexell, Inc.). p Performs other duties as assigned.
30	D			Utilizes advanced skills in locating and obtaining services and documents from non-UCI resources. a Utilizes ANTPAC, MELVYL, MELVYL databases to verify document and book citations. b Searches other databases and database systems to locate documents not owned by the UCI Libranes. c Communicates with and initiates orders for non-UCI documents from a variety of documents suppliers, via web order forms, fax, e-mail, and phone. d Utilizes various document delivery and ILL software and hardware to obtain documents, e.g. Anel, OCLC. e Communicates with and initiates orders from a variety of information brokers, usually for information and research services that are customized to individual client needs. f Based on turnaround times requested by clients, makes decisions about locating documents from multiple sources when required and follows-up with those sources/vendors to obtain documents and services quickly, in order to meet deadlines.
20	D			Supervises Student Assistants [approximately .225] a Hires and trains student assistants. b Prepares work for Student Assistants. c Provides quality control for operations and procedures performed by Student Assistants.

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19. SKILLS, KNOWLEDGES, AND ABILITIES

Duty/Task NO	SKILLS, KNOWLEDGES, AND ABILITIES	Selection Importance
Required	Ability to follow written and verbal instructions.	
	Skill in working as a member of a team.	
	Skill in determining work priorities in order to complete work in a timely manner with changes in workload and frequent interruptions.	
	Skill in establishing, maintaining, and utilizing alphabetical, numerical and chronological files.	
	Skill in attention to detail for accuracy of typing, record keeping, filing, alphabetizing, tracing bibliographic data and interpreting data.	
	Ability to establish and maintain cooperative working relations with staff members and to interact diplomatically and efficiently with ASAP clients and vendors, often times in a high volume, continuous public-contact setting.	
	Skills in listening perceptively and in recording specialized instructions for clients' customized needs.	
	General clerical skills including typing, knowledge of personal computer-based software programs, numerical computation and telephone skills.	
	Basic knowledge of searching bibliographic databases, e.g., ANTPAC, MELVYL.	
	Ability to interact with a culturally-diverse population.	
Desired	Working knowledge of the functions, services, and programs of the UCI Libraries.	
	Advanced knowledge of searching bibliographic databases, e.g. ANTPAC, MELVYL.	
	Experience in using small business software, e.g. QuickBooks.	
	Knowledge and/or experience in interlibrary loan or document delivery operations.	

20 _____ Employee's Signature

_____ Date

21 _____ Supervisor's Signature

_____ Date

22 _____ Department Head's Signature

_____ Date

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GELMAN LIBRARY

DEPARTMENT/UNIT: **DOCUMENT DELIVERY SERVICES DEPARTMENT / GELMAN LIBRARY INFORMATION SERVICE**
JOB CLASSIFICATION TITLE: **SUPERVISOR, LIBRARY SERVICES** GRADE: **14**
FUNCTIONAL JOB TITLE: **GELMAN LIBRARY INFORMATION SERVICE COORDINATOR**

Purpose:

Manages and supervises the staff of the Gelman Library Information Service which provides research and fast, accurate retrieval and delivery of documents from both George Washington University library collections and outside document suppliers to clients in the research, business and legal communities.

Major Responsibilities:

1. Performs specialized para-professional librarian duties in managing and supervising the Gelman Library Information Service.

2. Interviews and hires part-time and full-time graded staff, wage hour staff, consultants and contract workers.

3. Trains staff in the performance of their duties.

4. Coordinates and tracks the processing of clients' requests for documents and research. This includes taking incoming client requests, sorting them into priority order, delegating them to staff and monitoring their timely delivery to the client. Follows up on completed requests to determine customer satisfaction with the results that were delivered.

5. Plans, supervises and reviews work performed by lower-level staff.

6. Instructs lower-level staff about proper work performance, documents work performance problems and takes appropriate action in consultation with the Department Head.

7. Evaluates the performance of lower-level staff and recommends changes in their salary or status.

8. Administers pay records for lower-level staff in the Time Reporting System and produces and reviews bi-weekly pay reports for the unit.

9. Maintains personnel files of lower-level staff. Supervises maintenance of files of document suppliers. Maintains master file and supply of research and document

delivery forms. Supervises the maintenance of the copyright log, and the Outside Order log.

10. Communicates with service vendors to arrange for the maintenance/repair of equipment; monitors the status of the work.

11. Recommends the acquisition of new equipment, services and software to the Department Head.

12. Responds to inquiries and solves problems from clients and staff regarding policies and procedures.

13. Develops and implements operational procedures for area of responsibility.

14. Maintains the currentness and accuracy of training materials and policy and procedures manuals.

15. Prepares and/or supervises the preparation of routine statistics for monthly and annual reports.

16. Plans, supervises and implements department projects.

17. Convenes meetings of the unit's staff as needed to review policies and procedures and implement projects.

18. Participates in departmental meetings to exchange ideas and information, and to assist in the development of plans and procedures for the entire library.

19. Performs related duties as assigned. May be assigned to other duties depending on departmental priorities.

Nature and Scope:

A. **Organizational**: Operates as part of the Document Delivery Services Department reporting to the Head of the Department. Receives oral and written reports from lower-level staff. Routinely interacts by phone and in person with clients, with staff and supervisors in Gelman and other GW library departments, and with staff in the University President's and Vice-Presidents' offices.

At the discretion of the University Librarian or Associate University Librarians and with the concurrence of the Department Head, the incumbent participates on library-wide committees, task forces and working groups.

B. **Supervision**: Hires, trains and supervises work of graded, wage hour and contract staff in the document delivery unit of GLIS in order to provide fast and accurate responses to clients' requests for documents. Forwards

projects to the research staff.

C. **Working relationships and skills requirements**: This position requires working with people and machines to assure the fast, accurate and cost effective delivery of documents and research to the clients of GLIS. The following educational and skill qualifications are required:

1. Bachelor's degree or equivalent combination of training and experience.

2. Some graduate level work in library science is desirable.

3. Three years of progressively responsible library experience, or equivalent, including one year of supervisory experience.

4. Complete familiarity with automated library equipment (e.g. personal computers, online library catalogs, national bibliographic utilities, Internet, etc.)

5. Typing skill of 30-50 wpm is desirable.

6. Using the English language, must demonstrate the ability to:

(a) provide accurate information about existing policies and procedures by telephone and in person;

(b) actively listen and respond to inquiries and complaints;

(c) correctly refer clients to the Department Head or other service points;

(d) give verbal instructions to lower-level staff;

(e) write instructions for accomplishing routine and complex job tasks;

(f) write reports that require gathering data from various sources and organizing or summarizing it for the Department Head.

7. Working knowledge of word processing and database management software packages is desirable.

D. **Problem-solving and decision making**:
This position resolves complex operational problems and may grant exceptions to specific policies and procedures.

The areas in which exceptions may be granted are defined in advance by the Department Head, in consultation with the Associate University Librarian for Collection Services.

This position requires the application of initiative and resourcefulness to help define and assess the document delivery and research services offered and to implement service improvements.

E. **Frequency and methods of reporting**: Reports orally and/or by e-mail to the Department Head on the status of client requests as needed. Meets bi-weekly with the Department Head. Provides written monthly reports on activities in the unit, including statistics on staffing levels. Receives oral and written reports from lower-level staff on the status of requests, on overdue books, the copyright log, document statistics, etc.

March 1994

The George Washington University
Gelman Library

Department/Unit: **Document Delivery Services Department/Gelman Library Information Service**

Job Classification Title: **Library Specialist I, PPT**

Functional Job Title: **Document Delivery Assistant**

Purpose: Assists the GLIS Coordinator by identifying the location of and retrieving books, documents and other materials that are requested by the clients of the Gelman Library Information Service. Also assists in directing the document retrieval activities of lower level and/or wage hour staff.

Major Responsibilities:

1. Takes client requests by phone, fax, mail, OCLC, or in person.

2. Determines whether the requested item(s) is available in the collections of the GW University libraries, retrieves available item(s) and prepares them for delivery to client.

3. Uses online catalogs, directories and phone calls to identify possible locations for the item(s) that are not available in the GW University libraries.

4. Processes the request forms for outside loans and photocopies and tracks the delivery of the needed item(s). Prepares the item(s) for delivery to the client. Returns all borrowed items to the lender.

5. In consultation with GLIS Coordinator, provides for resolution of problems with shipment delays, cancellation of orders, incorrect shipments, etc.

6. Records order status information in the appropriate logs and files. Keeps the client informed about the status of the order.

7. Performs related duties and projects as assigned. May be assigned to other appropriate duties depending on the department's priorities.

Nature and Scope:

A. **Organizational:** Operates as part of the Gelman Library

Information Service reporting to the GLIS Coordinator. Contributes to the fast and accurate delivery of documents to the clients of the Service by locating and retrieving requested items from the GW University libraries and other sources. Works with the GLIS Coordinator, the staff in other Gelman Library departments, and in other libraries and fee-based services, with commercial document suppliers, publishers, the client and others to secure the requested document in a timely and cost effective manner.

B. **Assigning and monitoring work:** May assign and monitor routine tasks for lower level and wage hour staff. May assist the GLIS Coordinator in training lower level and wage hour staff.

C. **Working relationships and skills requirements:** This position requires working with both people and machines to locate, borrow or purchase, and deliver documents quickly and cost effectively. The following educational and skill qualifications are required:

1. High school diploma or equivalent combination of training and experience.

2. Two years of progressively responsible experience in a library or information systems environment, to include experience in the retrieval of computer based information, is necessary.

3. Using the English language, must demonstrate the ability to:

   a. provide routine information about existing policy and procedure by telephone and in person;

   b. actively listen and respond to routine inquires and complaints;

   c. correctly refer clients to supervisor or other service points;

   d. give verbal instructions to wage hour staff;

   e. enter factual information into an operations log.

4. Ability to recognize the basic elements in a bibliographic citation.

5. Ability to work independently and diplomatically with clients and suppliers.

6. Ability to give attention to detail.

7. Willingness to learn computer skills.

8. Familiarity with online computer catalogs desirable.

D. **Problem-solving and decision making:** In general, this position applies existing procedures and policies under the direction of the GLIS Coordinator. This position does not have the authority to make exceptions to established policy and procedure.

All situations which are not covered by existing policy and procedure are referred to the GLIS Coordinator

When selecting the best supplier for a document, the incumbent exercises judgement based upon policies and accepted practice. Decisions are reported to and reviewed by the GLIS Coordinator.

The incumbent applies initiative and develops on-the-job skills to help implement, assess and improve the services offered by the Service.

5. **Frequency and methods of reporting:** This position reports orally to the GLIS Coordinator on a daily basis. Monthly statistical information is reported in writing.

March 2, 99

MITS Research Coordinator (Associate Librarian)
Immediate Supervisor: Head, MITS

Background Information

The Michigan Information Transfer Source (MITS) is the University Library's fee-based information service. Established in 1980, MITS provides library and information services to individuals and organizations not affiliated with the University of Michigan on a cost recovery basis. MITS is part of Cooperative Access Services.

Summary of job duties

70%	Performs database searching and research for MITS clients
20%	Promotes and represents MITS services
10%	Related duties as assigned

Descriptive detail of the job duties

70% Performs database searching and research for MITS. The MITS Research Coordinator designs research projects for MITS clients and works independently to estimate the cost of projects as part of project negotiation process. The MITS Research Coordinator performs online database searching in Dialog, Lexis/Nexis, Dow Jones News Service, Ovid, STN, on the Internet, and other appropriate database files to meet the specific research needs of the MITS client. The MITS Reference Librarian uses the print resources of the entire range of University of Michigan Libraries (both those within the University Library system and the independent libraries) to meet the information needs of MITS clients. The librarian will also use appropriate external sources, including making phone calls or sending faxes or e-mail to government agencies, trade associations, foreign governments, private companies and others which might have information to answer a specific research question. The output will be designed to meet the individual client's needs. The projects will be completed in the client's specified time frames (including rush services) and budget.

The MITS Research Coordinator provides bibliographic expertise to identify materials requested by MITS clients. This includes providing professional expertise and support to the document delivery staff of MITS.

The MITS Research Coordinator maintains good customer relations with MITS clients. This includes keeping in contact with the client during a project and following up afterwards. This includes providing informal alerting services and other activities which encourage return business and ensure customer satisfaction. If a client has a complaint the librarian works with the client to reach a mutually satisfactory resolution to the problem.

20% Promotes and represents MITS services The MITS Research Coordinator promotes the MITS service to potential clients. The librarian markets MITS to potential clients in business and industry, both through direct contact and through informational materials developed about the service.

The MITS Research Coordinator represents MITS to individuals, businesses and groups at the local, state, and national level.

The MITS Research Coordinator performs liaison functions between UM library units. Seeks and uses information resources inside and outside the University, both library and non-library, and makes appropriate referrals to the various services.

10% Related duties as assigned. The MITS Research Coordinator participates in library-wide committees, as appropriate and performs other related duties as assigned.

Nature of contacts

The MITS Research Coordinator will have extensive contacts with the other MITS librarians to make sure there is consistent sharing of information regarding MITS clients and their projects. The MITS Research Coordinator will be in close contact with the Head of MITS, who is his/her supervisor to ensure that the Head is kept apprised of client needs and specific projects. The MITS Research Coordiator will have extensive contact with the MITS Office Manager and clerical staff (who will be the primary contacts for the clients and ensure that the research projects are shipped out the clients).

Contacts outside of MITS will include the rest of CAS, as part of the professional staff of the cluster. Outside of the cluster, the MITS Resarch Coordinator will establish collegial relations with other reference librarians. Early in his/her appointment he/she will visit each library to learn about the resources and the specialized research skills of the librarians at the libraries.

This is essential since MITS uses all of the collections and occasionally needs to hire other UM librarians for their specialized research abilities. Participation in professional organizations is encouraged.

Extensive external contacts will be with the clients.

Experience

Require:

- ALA accredited MLS.
- Minimum of two years experience as a reference librarian working in one of the following subject areas: engineering (preferred) or basic sciences, medical/pharmaceutical, business or legal research.
- Minimum two years extensive online searching experience in Dialog (preferred) or STN.
- Experience with personal computers and word processing software.
- Excellent oral and written communication skills.
- Ability to work effectively as part of a team.
- Excellent customer service values and skills.
- Ability to work effectively in a culturally diverse environment of staff and clients.
- Ability to work effectively on multiple projects at once.
- Ability to meet tight time frames, while still providing high quality output.

Desirable:

- Experience working in a fee-based library setting.
- Experience with Internet resources.
- Evidence of creative application of information technologies to meet client needs.
- Experience searching Dow Jones News Service, Lexis/Nexis, DataStar, Ovid.

98

MITS Financial Coordinator **Grade PA 04**
(Administrative Assistant I)

Basic Function and Responsibility:

Direct the financial operations in MITS.

Characteristic Duties and Responsibilities:

40%: Coordinate MITS Financial Operations

- Reconcile the University Statement of Activity (SOA) for MITS, identify variances from month to month, and resolve problems directly with Financial Operations.
- Manage the automated accounting system for MITS to prepare journals, balance general ledgers, and prepare financial statements, as well as coordinate the data.
- Customize Great Plains Dynamics, the automated accounting system, to meet the unique needs of the department.
- Automate the budget process on Great Plains Dynamics and assist in budget analysis.
- Assist Head of MITS regarding financial issues including financial budgets and special projects.
- Analyze and present data in written and tabular reports on a regular basis and upon request.
- Extract accounting data from various sources and assemble data for analytical purposes (Great Plains Dynamics, Excel, books of account, SOA, etc.)

20%: Responsible for Purchasing, Accounts Payable, and Accounts Receivable

- Responsible for on-line purchases through M-Pathways which includes preparing and monitoring all purchase orders, both blanket and individual.
- Responsible for the accounts payable invoice process for MITS, utilizing M-Pathways and working directly with Accounts Payable to insure that invoices are paid correctly.
- Responsible for the Accounts Receivable process in MITS.
- Responsible for delinquent invoice collection process for MITS.
- Resolve billing questions and complaints, which includes working directly with the University Accounts Receivable and MITS clients, along with their Accounts Payable department.
- Provide customer service back up for MITS: explaining services and taking requests.
- Monitor deposit account statements.
- Oversee the preparation of deposits.

20%: Responsible for University Library Online Search Services Reports

- Maintain reporting system for the University Library's Online Search Services (OSS) Reports with capability to modify as changes are needed.
- Monitor OSS invoices in coordination with Business & Finance, prepare OSS Reports, and bill to faculty accounts.
- Assist of MITS by analyzing and presenting data relating to OSS usage.

20%: Supervisory

- Supervise MITS Financial Clerk III, which includes managing the preparation of invoices, setting priority for completion of tasks, interviewing, hiring, training, and evaluating the financial clerk.
- Supervise .5 FTE student assistants which includes interviewing, hiring, training, and directing the preparation of invoices, preparation of cash receipts, and other billing duties.

Required Qualifications:

Knowledge of accounting principles either through one year of college accounting courses or two years work experience as a bookkeeper or an equivalent combination.
Understanding of general bookkeeping which includes the journal process to the general ledgers, and on to the financial statements.
Excellent customer service skills.
Excellent interpersonal skills.
Experience with personal computers.
Working knowledge of spreadsheet software.

Desired Qualifications:

Accounting degree
Customer service experience
Prior supervisory experience
Good analytical skills
Familiarity with UM Financial Operations
Familiarity with UM policies and procedures
Experience with accounting software
Experience with database management software

University of Minnesota Libraries

ESTIS/BASIS Office Manager

Overview

ESTIS/BASIS is a fee-based information service which makes the varied information resources of the University of Minnesota Libraries available to the larger, non-University community - businesses, legal and other information professionals who rely on this service to meet their business deadlines. ESTIS/BASIS currently receives between 50 and 100 referrals daily, about half of which are handled on a 24-hour turnaround time or less. Items are shipped using Fax, FEDEX, local couriers, email and the U.S.P.S. The annual level of activity has doubled in the past six years to over 16,000 requests annually, with annual billing over $200,000. ESTIS fills roughly 70% of requests from within the Libraries collections and another 20% from the collections of outside vendors. The remaining requests are researched as far as possible before being returned to the client. ESTIS remains competitive by focusing on the changing needs of its customers. The Office Manager is the only full-time position within the unit, and is assisted by a staff of part-time staff (largely students) accounting for about 3 FTE. This position reports to the Coordinator of Fee-Based Services.

Primary Function:

Office Manager has complete responsibility for the effective ongoing daily operation of the unit. Major duties include: Administer daily operations; Supervise staff; Provide direct service to clients; Monitor, recommend and implement unit policies; and Service to the larger library and University.

Essential Functions of the Job

20% Administer daily operations

- Monitor workflow
- Review daily log for completion
- Compile statistics and prepare activity reports
- Maintain and update client database
- Monitor equipment and order supplies (Equipment includes 2 fax machines, 6 microcomputers, 2 fax modems, a photocopier, 2 3270 computer terminals and a postage machine and scale.)

25% Supervise staff

- Hire staff (both students and temporary Civil Service appointments)
- Train staff (Including: Verification techniques and strategies - using both online and print media ; Use of bibliographic databases -primarily NOTIS and OCLC's FirstSearch; Location of materials and libraries on campus; Customer service principles and techniques; Operation of office equipment, systems and software - including preparing invoices using custom-designed software package.)
- Schedule and direct staff work
- Keep staff informed and knowledgeable about developments in the areas of document

delivery, library collections and services and customer service in both staff meetings and through informal discussions.
·Update staff's skills as necessary (e.g., new accounting practices, document delivery resources, etc.)

25% Provide direct service to clients

·Handle problem requests referred to supervisor from staff (verifying incomplete or inaccurate citations and researching alternative sources meeting client needs).
·Conduct reference interviews with clients (getting needed information on their requests, making referrals to other agencies, etc.).
·Handle standard requests during peak hours or when available staffing is inadequate to handle workload (taking orders by phone, fax, email and mail; log in client requests; verify holdings through MNCAT or other databases; page requests from the Libraries' collections; verify holdings at libraries outside the University - using Internet, Telnet, etc.; fax requests, using WordPerfect, to holding libraries; receiving requests from outside vendors - processing invoices and charging back ESTIS/BASIS clients; and shipping materials using various methods to meet client deadlines.

20% Monitors, recommends and implements unit policies

·Monitors developments in document delivery industry and reports changes/opportunities to Coordinator (keeping abreast of the industry by reading newsletters, subscribing to fee-based listservs on the Internet, holding informal discussions with other fee-based suppliers and commercial vendors, talking with clients, etc.).
·Reviews and evaluates unit procedures and recommends changes to the Coordinator, including pricing strategies, using of new technologies (such as WWW and email) to increase business, etc.
·Implements procedural changes upon consultation with the Coordinator.

10% Acts as a liaison and team member with other Libraries groups and cooperative efforts.

·Maintains memberships on appropriate library committees
·Works in cooperation with other fee-based services on joint projects (meeting with BIS staff and others as needed).
·Assists with special projects within the library as needed (joint reference or collection efforts as assigned by the Coordinator or Associate University Librarian for Public Services).

Personnel Services
Form 10 (Revised 4/94)

Date November 1, 1995

PURDUE UNIVERSITY POSITION DESCRIPTION

Libraries: Technical Information Service _____ _____
Department Name *Department Number* *Position Control Number*

Immediate Supervisor: _____ _____
Name *Phone Number*

Position Title: Technical Information Services Specialist

_____**CLERICAL** _____**SERVICE** X **ADMINISTRATIVE/PROFESSIONAL**
_____New description X_____Revised description
_____Regular X_____Temporary (indicate expected duration 6 months; continuation dependent on availability of funds _____)
X_____Full Time _____Part Time (indicate recurring FTE ____)
_____Academic year X_____Fiscal Year (09 mo._____10 mo. _____11 mo. _____12 mo. _X___)

POSTING SUMMARY: Briefly describe the **primary** purpose of this position.
Serves as technical information service specialist. Verifies bibliographic citations using DIALOG, EPIC, OCLC, or other appropriate electronic or printed sources. Orders documents. Communicates with clients and vendors. Conducts research for clients using print sources or databases such as DIALOG. All work done on a cost-recovery basis.

EDUCATION - Indicate the **minimum** education required.
_____ Ability to read/write English _____HS diploma/GED ____Vocational/Technical school

_____College course work _____Associate Degree X_____BA/BS Degree _____ Advanced Degree
Describe the degree field(s) required:
BA/BS degree required. MLS preferred.

EXPERIENCE - Indicate the **minimum** years of experience required.
____No previous experience required
X___Experience required (_____ 1 yr. __X___ 2 yr. ____3 yr. _____ 4 yr. _____5 yr. _____+ 5 yr.)
Describe the type of experience required:
Library experience or library-related coursework with preference given to reference and interlibrary loan experience. Corporate library experience desirable.

KNOWLEDGE, SKILLS, ABILITIES - **List any special training, certificates, licenses, knowledge, skills or abilities required: (Examples: word processing, accounting, supervision, oral/written communication, professional engineer, etc.)**

Ability to develop expertise with a wide array of computer-based sources desired. Knowledge of business and/or technical information sources desirable. Good communications and organizational skills. Experience with microcomputers. Ability to meet deadlines.

SUPERVISION: If this position supervises, indicate the number of employees supervised:

	Regular/Part Time	Temporary/Students
Administrative/Professional		
Clerical		
Service		

Indicate the supervision authority:
_____ Functional (Trains, plans and assigns work)
_____ Administrative (Makes recommendations re: hiring, discipline, salary increases, termination, etc.)

Does this position require a Criminal Conviction Records Check? _____ Yes____X____No

For Personnel Services Use Only - The information below indicates the staff classification/exemption determination and related codes established by Personnel Services for the described position. Questions concerning this information should be directed to Personnel Services.

Staff Classification/Position Code_____Exempt_____Non Exempt____
JIC_____EEO6_____POC_____FOC_____ED_____
Analyst_____Date_____

BEST COPY AVAILABLE

RESPONSIBILITIES

Describe the **essential** and **other** responsibilities of this position, in order of importance. **Essential** responsibilities are those functions that the individual who holds the position is normally required to perform and their removal would fundamentally alter the purpose of the position. **Other** responsibilities are functions that are performed as part of the position but their removal does not fundamentally alter the position. (See guidelines for more information.) Indicate the percent of the total time devoted to each responsibility in the space provided. Attach additional pages if necessary.

RESPONSIBILITIES	PERCENT
ESSENTIAL DUTIES	
I. Citation Verification	50%
1. Verifies bibliographic citations by using DIALOG, EPIC, OCLC, or other appropriate electronic or printed sources, generally when the client has given inadequate or incorrect citation information.	
2. Places special orders for unusual and/or foreign document requests.	
3. Identifies and selects document suppliers.	
4. Places special orders for documents via DIALORDER, FAX, mail, or phone	
5. Communicates with clients and vendors to work out citation and document delivery problems.	
II. Information Research	50%
1. Conducts phone interviews with clients to define research requests, establish turnaround times, and provide price quotes.	
2. Completes research projects using appropriate print or electronic sources; formats search results; writes report letters to client; prices the searches.	
3. Maintain appropriate logs and records.	
OTHER DUTIES	
	100%

Supervisor's Signature _____ Date _____ Dept. Head's Signature _____ Date _____

This description identifies the specific duties and responsibilities and indicates the kinds of tasks and levels of work difficulty required of positions with this title. It is not intended to limit or modify the right of any supervisor to assign and direct the work of employees.

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Date: November 11, 1995

PURDUE UNIVERSITY

MENTAL, PHYSICAL, AND ENVIRONMENTAL

POSITION SPECIFICATION FORM

The purpose of this form is to identify and document the mental and physical demands and the environmental factors required for administrative/professional and clerical/service positions.

If the position is being revised or updated, the incumbent should complete the form, if the position is new, it should be completed by the supervisor.

Identify only those physical requirements and mental skills and abilities that are absolutely necessary to perform each function of the position.

MACHINES, TOOLS, EQUIPMENT AND ELECTRONIC DEVICES

Please list the machines, tools, electronic devices, or other equipment necessary to perform the job.

1. Telephone
2. Fax
3. Microcomputer
4. Stapler
5. Laser printer
6. _____
7. _____
8. _____
9. _____
10. _____

PHYSICAL REQUIREMENTS

From the list of physical requirement descriptions below, check the box that best describes the physical requirements of the position.

1. X SEDENTARY ACTIVITY: Lift and carry up to 10 lbs. occasionally; sedentary work involves sitting most of the time.
2. LIMITED PHYSICAL ACTIVITY: Lift and carry up to 10 lbs. frequently, and up to 20 lbs. occasionally.
3. LIGHT PHYSICAL ACTIVITY: Lift and carry 10 to 25 lbs. frequently, and up to 40 lbs. occasionally.
4. MODERATE PHYSICAL ACTIVITY: lift and carry 25 to 50 lbs. frequently, and up to 60 lbs. occasionally.
5. HEAVY PHYSICAL ACTIVITY: Lift and carry 50 to 80 lbs. frequently, and up to 100 lbs. or more occasionally.

* Occasional is defined as < 50 percent of the time
** Frequent is defined as > 50 percent of the time

For Personnel Services Use Only
Position Title: _____
Department Name and Number: _____ / _____
Position Classification Code: _____ Position Number: _____

ENVIRONMENTAL AND HAZARDOUS CONDITIONS

Check the boxes that best describe the environmental conditions of the job.

1. _X Work Indoors (% of time __95%__)
2. X Work Outdoors (% of time _ 5%) *Travel to other campus libraries to consult reference books*
3. X Respiratory Conditions: Involving exposure to:

   _ Noxious Fumes Dust Odors _ Gases

   Inadequate Ventilation _____

   X Other Conditions (List) *Krannert Library has recurring problems with airborne mold*

4. Skin Conditions: Involving exposure to:

   _ Radiation _ Toxic Chemicals _ Burns

   _ Electrical Shock _ Other Conditions (List)

   _____

5. Hazardous Conditions: Including a variety of physical conditions such as:

   _ Heavy Machinery _ Moving Objects _ Vibration

   Proximity to Moving Mechanical Parts

   _ High Voltage Electricity

   _ Infectious Diseases

   _ Working on Scaffolding and High Places

   Extreme Cold (temperatures below 32«»)

   _ Extreme Heat (temperatures above 90«»)

   _ Steam Pipes and/or Tunnels

   _ Biological and/or Chemical Agents

   _ Noise (work requires employee to shout to be heard)

   _ Cramped working quarters

   _ Use of sharp objects: surgical/laboratory instruments, knives, needles, food slicing equipment, etc.

   _ Handling or maintaining animals

   _ Other hazardous conditions (List) _____

   _____

MENTAL DEMANDS

For each of the mental demands listed below, check the box that best describes the frequency spent utilizing learned mental skills, and/or working under conditions that require mental discipline.

MENTAL DEMANDS	NOT REQUIRED	DAILY TO WEEKLY	WEEKLY TO MONTHLY	LESS THAN MONTHLY
CONSTANT INTERRUPTIONS: Ability to work with frequent interruptions.		X		
PLANNING: Ability to mentally formulate, or devise a plan to achieve an end result.		X		
PROBLEM SOLVING: Ability to define a problem, identify the relevant factors, and formulate a logical solution.		X		
REPETITIVE WORK: Ability to perform a task repeatedly from memory.			X	
READING (documents or instruments): Ability to learn and/or comprehend instructions and materials read.		X		
STRESS: Mental or bodily tension resulting from physical, chemical, or emotional factors.		X		
REASONING: Ability to think through the consequences of a decision.		X		
TALKING: Expressing or exchanging ideas by means of the spoken word.		X		

ADDITIONAL COMMENTS

Parts of job should be "routine", but computer operations often do not go as planned.

Incumbent's Signature	Date	Supervisor's Signature	Date

Send completed Specification Form with the Position Description and Clerical/Service Questionnaire (if applicable) to Personnel Services.

Personnel Services
Form 10 (Revised 4/94)

Date February 5, 1996

PURDUE UNIVERSITY POSITION DESCRIPTION

Libraries: TIS _____ _____ _____
Department Name *Department Number* *Position Control Number*

Immediate Supervisor _____ _____ _____
Name *Phone Number*

Position Title _____ Library Assistant V

X **CLERICAL** ___ **SERVICE** ___ **ADMINISTRATIVE/PROFESSIONAL**
___ New description X Revised description
X Regular ___ Temporary (indicate expected duration _____)
X Full Time ___ Part Time (indicate recurring FTE _____)
___ Academic year X Fiscal Year (09 mo. ___ 10 mo. ___ 11 mo. ___ 12 mo. X)

POSTING SUMMARY: Briefly describe the **primary** purpose of this position.
Primary responsibility for overseeing and coordinating day-to-day operations of the Technical Information Service (TIS) which provides confidential information services to companies on a cost-recovery basis. Major responsibilities are accounting, supervision, customer relations and document delivery, data base development and maintenance and administrative support.

EDUCATION - Indicate the **minimum** education required.
X Ability to read/write English X HS diploma/GED ___ Vocational/Technical school
X College course work ___ Associate Degree ___ BA/BS Degree ___ Advanced Degree
Describe the degree field(s) required:

Coursework in accounting, supervision, communications, management, and/or computer fundamentals, highly desirable.

EXPERIENCE - Indicate the **minimum** years of experience required.
___ No previous experience required
X Experience required (___ 1 yr. ___ 2 yr. ___ 3 yr. X 4 yr. ___ 5 yr. ___ + 5 yr.)
Describe the type of experience required:

Accounting experience, supervisory experience, office management experience.
Highly desireble: database management experience.

KNOWLEDGE, SKILLS, ABILITIES - List any special training, certificates, licenses, knowledge, skills or abilities required: (Examples: word processing, accounting, supervision, oral/written communication, professional engineer, etc.)

General knowledge of office computing, word processing, accounting, supervision, oral/written communications skills, organizational skills, customer service skills. Ability to work under pressure, meet deadlines, and pay close attention to detail. Familiarity with foreign languages helpful; strong written/verbal comprehension.

SUPERVISION: If this position supervises, indicate the number of employees supervised.

	Regular/Part Time	Temporary/Students
Administrative/Professional	1*	
Clerical	4***	12-14**
Service		

Indicate the supervision authority:
X Functional (Trains, plans and assigns work)
___ Administrative (Makes recommendations re: hiring, discipline, salary increases, termination, etc.)

*Advise A/P staff on office procedures
**May delegate supervision as needed
***Staff hiring and evaluations coordinated with TIS Manager

Does this position require a Criminal Conviction Records Check? ___ Yes X No

For Personnel Services Use Only - The information below indicates the staff classification/exemption determination and related codes established by Personnel Services for the described position. Questions concerning this information should be directed to Personnel Services.

Staff Classification/Position Code Library Assistant V/5025C12 Exempt ___ Non Exempt X
JIC 5025C12 EEO6 07 POC 620 FOC 249 ED CXX ___
Date 3/5/96

Describe the **essential** and **other** responsibilities of this position, in order of importance. **Essential** responsibilities are those functions that the individual who holds the position is normally required to perform and their removal would fundamentally alter the purpose of the position. **Other** responsibilities are functions that are performed as part of the position but their removal does not fundamentally alter the position. (See guidelines for more information.) Indicate the percent of the total time devoted to each responsibility in the space provided. Attach additional pages if necessary.

RESPONSIBILITIES	PERCENT

ESSENTIAL DUTIES

Accounting Responsibilities 45%

-Summarizes billing reports which currently average over $8500 per week ($450,000 for FY 94-95
-Prepares pre-payment approvals from dozens of current suppliers (including foreign suppliers) amounting to over $60,000 per year. Resolves invoicing discrepancies.
-Interacts with Library Business Office staff and with University accounting office to resolve some billing difficulties.
-Reconciles monthly Master Card statement.
-Prepares pre-payment approvals for copyright payments, currently totaling approximately $55,000 per year. Trains staff and student assistants to record copyright log sheets correctly, and resolves copyright pricing issues.
-Keeps track of TIS' deposit account balances with suppliers such as the British Library, GPO, etc.
-Coordinates ordering and handling of pre-payment checks needed to obtain some documents (including foreign currencies).
-Contacts clients whose payments are 90 days or more in arrears, and are seriously delinquent.
-Processes pre-billing for research projects.
-Prices completed document orders.
-Supervises pre-billing for document orders.
-Authorizes credits on client accounts when necessary.

Supervision 25%

-Participates with TIS Manager in interviewing, hiring, and evaluating clerical staff.
-Trains clerical staff and advises professional staff in office procedures, computer files and procedures, document supplier selection, etc.
-Acts as resource person for both clerical and professional staff for operational matters, computer files, office procedures, document delivery, billing/pricing, document suppliers, etc.
-Interviews, hires, trains, schedules, and supervises 12-14 student assistants per semester.

Customer Relations and Document Delivery 15%

-Prepares specialized document report sheets for clients who submit large document orders (200-500 document orders at one time)
-Coordinates tracking for large document orders.
-Handles some document orders from international clients: Price quotes; pro forma invoices; currency conversion rates; oversees shipping via international UPS or Federal Express; correspondence.
-Assists in searching OCLC and Dialog to verify citations.
-Checks in special orders and examines them for accuracy and completeness.
-Handles non-routine client billing inquiries.
-Undertakes occasional research projects under an Information Specialist's direction.
-Occasionally handles non-routine document orders, such as domestic and international industry standards, ordering documents from new international suppliers, etc.
-Works with Information Specialist to coordinate marketing projects.

Database Development and Maintenance 10%
-Works under TIS Manager's direction to conceptualize database development.
-Works closely with TIS microcomputer student assistant to coordinate development, maintenance, and enhancement of office databases, LAN, and related equipment.
-Responsible for training, assigning, and checking data entry activities (maintaining 3500 name client list, billing files, etc.)
-Compiles or supervises the compilation of documentation and training materials or manuals.

Administrative support 5%
-Prepares statistics using EXCEL (monthly, quarterly, annually, and on demand).
-Orders supplies; drafts memos requesting equipment purchases; maintains files of equipment contracts, etc., drafts some memos for TIS Manager.

OTHER DUTIES

Other duties as assigned.

100%

Supervisor's Signature 2-6-96 Date Dept. Head's Signature 2/12/96 Date

This description identifies the specific duties and responsibilities and indicates the kinds of tasks and levels of work difficulty required of positions with this title. It is not intended to limit or modify the right of any supervisor to assign and direct the work of employees.

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Date: February 5, 1996

PURDUE UNIVERSITY

MENTAL, PHYSICAL, AND ENVIRONMENTAL

POSITION SPECIFICATION FORM

The purpose of this form is to identify and document the mental and physical demands and the environmental factors required for administrative/professional and clerical/service positions.

If the position is being revised or updated, the incumbent should complete the form. If the position is new, it should be completed by the supervisor.

Identify only those physical requirements and mental skills and abilities that are absolutely necessary to perform each function of the position.

MACHINES, TOOLS, EQUIPMENT AND ELECTRONIC DEVICES

Please list the machines, tools, electronic devices, or other equipment necessary to perform the job.

1. Microcomputer
2. Answering machine
3. Fax machine
4. Copy machine
5. Laser Printer
6. Stapler
7. Adding machine/calculators
8. Phone - multi-line system
9. Server
10. Memory typewriter

PHYSICAL REQUIREMENTS

From the list of physical requirement descriptions below, check the box that best describes the physical requirements of the position.

1. SEDENTARY ACTIVITY: Lift and carry up to 10 lbs. occasionally; sedentary work involves sitting most of the time.
2. LIMITED PHYSICAL ACTIVITY: Lift and carry up to 10 lbs. frequently, and up to 20 lbs. occasionally.
3. X LIGHT PHYSICAL ACTIVITY: Lift and carry 10 to 25 lbs. frequently, and up to 40 lbs. occasionally.
4. MODERATE PHYSICAL ACTIVITY: lift and carry 25 to 50 lbs. frequently, and up to 60 lbs. occasionally.
5. HEAVY PHYSICAL ACTIVITY: Lift and carry 50 to 80 lbs. frequently, and up to 100 lbs. or more occasionally.

* Occasional is defined as < 50 percent of the time
** Frequent is defined as > 50 percent of the time

For Personnel Services Use Only
Position Title: _____
Department Name and Number: _____ / _____
Position Classification Code: _____ Position Number: _____

ENVIRONMENTAL AND HAZARDOUS CONDITIONS

Check the boxes that best describe the environmental conditions of the job

1 _X Work Indoors (% of time _100%__)

2 Work Outdoors (% of time _)

3 Respiratory Conditions: Involving exposure to

_ Noxious Fumes Dust Odors _ Gases

Inadequate Ventilation _____

Other Conditions (List) _____

4 Skin Conditions: Involving exposure to

_ Radiation _ Toxic Chemicals _ Burns

_ Electrical Shock _ Other Conditions (List)

_____

5 Hazardous Conditions: Including a variety of physical conditions such as

_ Heavy Machinery _ Moving Objects _ Vibration

Proximity to Moving Mechanical Parts

_ High Voltage Electricity

_ Infectious Diseases

_ Working on Scaffolding and High Places

Extreme Cold (temperatures below 32«»)

_ Extreme Heat (temperatures above 90«»)

_ Steam Pipes and/or Tunnels

_ Biological and/or Chemical Agents

_ Noise (work requires employee to shout to be heard)

X_ Cramped working quarters

_ Use of sharp objects: surgical/laboratory instruments, knives, needles, food slicing equipment, etc.

_ Handling or maintaining animals

_ Other hazardous conditions (List) _____ _____

_____

MENTAL DEMANDS

For each of the mental demands listed below, check the box that best describes the frequency spent utilizing learned mental skills, and/or working under conditions that require mental discipline

MENTAL DEMANDS	NOT REQUIRED	DAILY TO WEEKLY	WEEKLY TO MONTHLY	LESS THAN MONTHLY
CONSTANT INTERRUPTIONS: Ability to work with frequent interruptions.		X		
PLANNING: Ability to mentally formulate or devise a plan to achieve an end result.		X		
PROBLEM SOLVING: Ability to define a problem, identify the relevant factors, and formulate a logical solution.		X		
REPETITIVE WORK: Ability to perform a task repeatedly from memory.		X		
READING (documents or instruments): Ability to learn and/or comprehend instructions and materials read.		X		
STRESS: Mental or bodily tension resulting from physical, chemical, or emotional factors.		X		
REASONING: Ability to think through the consequences of a decision.		X		
TALKING: Expressing or exchanging ideas by means of the spoken word.		X		

ADDITIONAL COMMENTS

Many of these demands (problem solving, reasoning) must be done immediately while the client waits for resolution.

Incumbent's Signature _____ Date _____ Supervisor's Signature _____ Date _____

Send completed Specification Form with the Position Description and Clerical/Service Questionnaire (if applicable) to Personnel Services.

UNIVERSITY OF WASHINGTON LIBRARIES

Office of the Director

POSITION DESCRIPTION

April 28, 2000

POSITION TITLE: Head, Research Express

GENERAL DESCRIPTION: The Head, Research Express reports to the Coordinator for Access Services and is responsible for developing and managing the Libraries' non-health-related fee-based research service. This service of the University of Washington Libraries provides clientele not affiliated with the University with enhanced access to the Libraries information resources.

SPECIFIC RESPONSIBILITIES:

1) Establishes unit objectives in accordance with user needs and the priorities and objectives of the University Libraries. Develops long-range and short-range plans and utilizes unit resources to implement these plans.

2) Provides overall management of the unit. Supervises unit staff in providing services responsive to user needs.

3) Prepares budget recommendations, reports, studies and surveys as required. Monitors budget, suggest fee revisions as needed.

4) Recommends hiring and termination of staff. Supervises, trains and evaluates staff. Provides appropriate development opportunities for staff.

5) Monitors new information resources and trends in library fee-based services.

6) Promotes the service to corporate and other non-UW groups and individuals. Works with clients to develop appropriate new services.

7) Conduct ongoing assessment of client information needs.

8) Works closely with Resource Sharing and Interlibrary Borrowing staff to facilitate client's access to documents.

9) Develops brochures and other publications relating to the service.

10) May provide information resource and management education.

11) Consults with appropriate library staff on the delivery of fee-based services.

12) Assumes responsibilities as assigned; performs other duties as required.

UNIVERSITY OF WASHINGTON LIBRARIES

POSITION DESCRIPTION

JANUARY 25, 1999

TITLE Research Express Librarian (Temporary, half-time)

LOCATION 460 Suzzallo Library

GENERAL DESCRIPTION The Research Express Librarian reports to the Head, Research Express, and is responsible for assisting with the operations of the Libraries' non-health-related fee-based service. This service of the Libraries provides clientele not affiliated with the University with enhanced access to the Libraries information resources. The librarian will analyze client information needs, propose a research strategy and conduct appropriate research projects.

SPECIFIC RESPONSIBILITIES AND DUTIES

1) Analyzes client information needs.

2) Conducts database searches using Dialog, and other search systems.

3) Provides research services beyond service levels supported by library units.

4) Promotes the service to corporate and other non-UW groups and individuals. Works with clients to develop appropriate new services.

5) Assists with budget management for service. Prepares cash and check transmittals, credit card transaction reports, or invoices.

6) Works closely with Resource Sharing and Interlibrary Borrowing staff to facilitate client's access to documents.

7) Supervises student workers.

8) Develops brochures and other publications relating to the service.

9) Assumes the duties of the Head, Research Express, in her absence.

10) Assumes other duties and tasks as assigned.

POSITION: IBIS Assistant
contingent on funding; 15 hours per week

INCUMBENT :

SALARY GRADE:

GENERAL ACCOUNTABILITY

The incumbent is responsible for providing service in all areas for IBIS clients. The incumbent is required to communicate regularly with clients and to maintain client files and accounts.

NATURE AND SCOPE

This position reports to the IBIS Co-ordinator.

This IBIS service is a fee-based created to meet the library information needs of clients who are not registered students, staff or faculty members of the TriUniversities Group of Libraries. The service provides reference information, online literature searches, and documents from the TUG libraries collection or from other sources. IBIS delivers the material requested in a manner consistent with good business practice. IBIS is expected to meet its cost recovery goal.

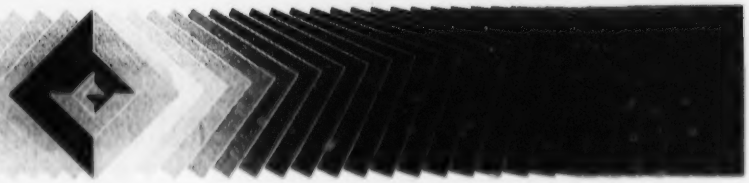
The incumbent is responsible for receiving all requests from this special client group and filling these requests quickly and efficiently. The IBIS assistant produces invoices that accompany the filled requests, and accepts prepayment for theses printed on demand. The incumbent is also responsible for expediting requests for online searching with library search staff. The IBIS assistant must keep records and files of transaction and of copyright remittances. The IBIS assistant will consult with Head, ILL/DD and other Library staff as needed.

SPECIFIC ACCOUNTABILITIES

1. To receive requests from IBIS clients by phone, fax, e-mail and in person.
2. To verify information given, search for locations, and obtain necessary materials.
3. To prepares packages for appropriate delivery modes.
4. To expedite requests for online literature searches and to prepare final copies for delivery.
5. To prepare and send invoices as well as tracking payments with Financial Services.
6. To keep accurate records of all transactions.
7. To carry out other duties as assigned.

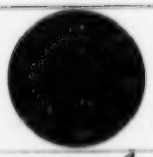
July 98/Rev. Mar./00

SPEC



SELECTED RESOURCES

ASSOCIATION OF RESEARCH LIBRARIES



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